

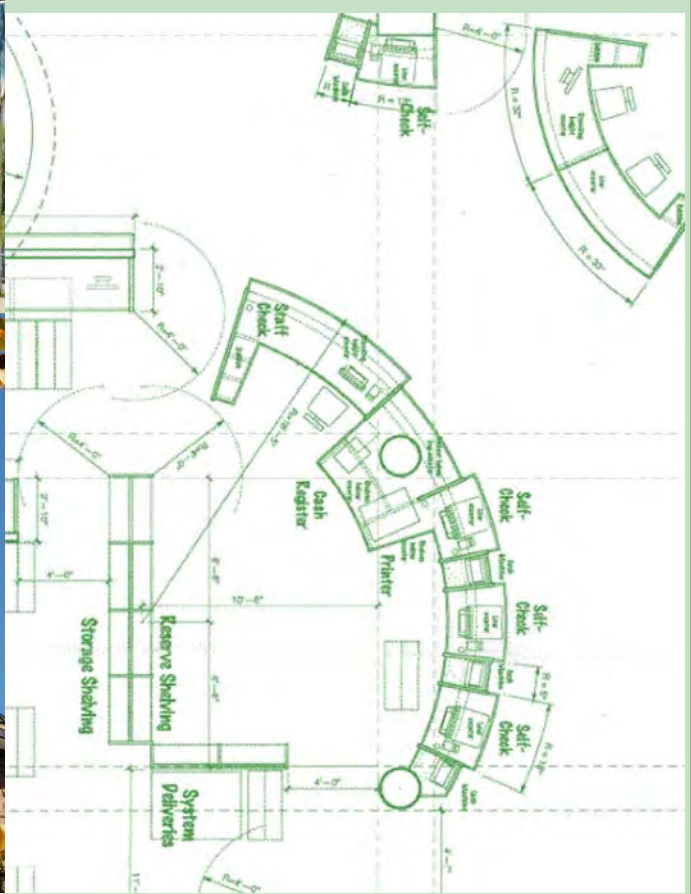
SARATOGA ATHENÆUM.

PUBLIC READING ROOM.

CIRCULATING LIBRARY.



FORGING THE FUTURE Strategic Plan 2011 - 2014



SARATOGA SPRINGS PUBLIC LIBRARY
YOUR SOURCE FOR INFORMATION, INSPIRATION, AND ENTERTAINMENT



"A New Space: Saratoga Springs Public Library Under Construction" Anne Diggory, 1994

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SARATOGA SPRINGS PUBLIC LIBRARY
STRATEGIC PLAN 2011-2014**

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The mission of the Saratoga Springs Public Library is to inform, to inspire, and to entertain.

FORGING THE FUTURE: SARATOGA SPRINGS PUBLIC LIBRARY STRATEGIC PLAN 2011-2014

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Secretary

Elsie Cagle

LIBRARY ADMINISTRATION

A. Issac Pulver,
Director

Dan Hubbs,
Head of Adult Services

Mary Ann Hunter,
Head of Circulation and
Technical Services

Jennifer Ogrodowski,
Head of Youth Services



Acknowledgements:

Over the past several years, Saratoga Springs Public Library has come-of-age in many respects. The "new" library building celebrated its fifteenth anniversary, long-time Director, Harry Dutcher, retired and new Director, Issac Pulver arrived in 2008, and many of the changes anticipated in the previous long-range plan have come to fruition. Since the last plan was completed in 2006, library use has increased steadily, and technological advances have continued to have an impact on the delivery of library service. In order to keep pace with the rapidly changing landscape, planning for the future of library services is more important than ever. Thank you to the committee of community members who generously gave of their time to help envision the role of the Saratoga Springs Public Library in serving the needs of our constituents.

Ken Bollerud, President, Board of Trustees

Community Planning Committee

Mark Baker
Julie Cobello
Sue Hensley Cushing
Deborah Czech
Matt D'Abate
John DeMarco
Harold Hagemann

Mark Lawton
Janet Lindner
Thomas P. Mackey
Kate Maynard
Jamie Megna
Tabitha Orthwein
Pam Polacsek
Nedra Stimpfle

Thank you to the members of the Community Planning Committee for your time, insight, and support of the library. We are grateful to Sara Dallas and Jennifer Ferriss at Southern Adirondack Library System for assisting during the latter stages of our planning work. Thanks as well to the Board of Trustees for your service to the library and the community. Many thanks are also due to the hardworking staff of the Saratoga Springs Public Library for your participation in the planning process over the past several months, which have been among the busiest in the library's history. Your dedication to serving our community is unparalleled, and appreciated.

Ike Pulver, Director

Staff "Activities" Workgroup

Teri Blasko
Bob Cifrino
Laura Clark
Sarah Derven
Bob Eckardt
Brendon Kozlowski
Dan Hubbs
Peggy Huckel
Mary Ann Hunter
Jeannine Jeter

Marjorie Johnson
Julie Moore
Zoë Nousiainen
Leslie Nover
Jen Ogrodowski
Shobhan Parthasarathy
Sue Pettit
Matt Senac
Cathy Stevens
Mary White

ORGANIZATIONAL COMPETENCIES

While the primary purpose of this strategic plan is to set service goals which will provide direct benefit to community residents, the plan also identifies the following organizational competencies and initiatives, which will provide indirect benefit to community residents by improving the library's effectiveness and efficiency.

Organizational Competency 1 Collection development

Saratoga Springs Public Library will develop and maintain collections that are responsive to community needs.

Initiative 1.1: By January 15, 2012, determine appropriate level of collection development for e-books and other downloadable media for FY12.

Initiative 1.2: By September 1, 2011, create or promote easy-to-understand tutorials (text and video clips) to teach users how to download e-books, audio-books and other e-media to their handheld devices or computers.

Organizational Competency 2 External partnerships

Saratoga Springs Public Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 2.1: By September 15, 2011, identify current partnerships and the obligations that the Library has as part of those partnerships.

Initiative 2.2: By September 15, 2011, develop and distribute criteria that will be used to assess partnership opportunities.

INTRODUCTION:

Over the past several years, Saratoga Springs Public Library has witnessed many significant milestones, from changes in leadership, to record-setting use, to completion of the first stage of a multi-year remodeling project that grew out of ideas generated in a prior planning process.

To keep up with growing demand for library materials and services, the ever- and rapidly-changing nature of publishing and information technology, and to maximize efficiencies, the library's Board of Trustees recognized the need to enter a new phase of long-range planning to provide a framework for library operations, particularly those that provide a direct benefit to users, over the next several years.

Using a collaborative planning model that relies upon input from the public, library staff, administrators, and trustees, the process took place over several months beginning in late 2010, with the present plan as its product.

THE PLANNING PROCESS:

At its annual Staff Development Day in September of 2010, Saratoga Springs Public Library embarked on a new process for planning for future services. That day, library board members, administrators, and staff members were reintroduced to the Public Library Association's *Strategic Planning for Results* model of long range planning by consultant, trainer, and library expert, June Garcia.

Steps in the planning process include:

1. Identify community needs.
2. Select potential library service priorities to fulfill those needs.
3. Set goals based on the selected services.
4. Craft objectives to measure progress toward meeting goals.
5. Carry out effective activities to meet measurable objectives.
6. Identify the resources required to carry out the activities:
 - staff
 - collections
 - facilities
 - technology.

Initiative 2.3: By September 15, 2011, initiate a review and approval process for the establishment of new partnerships.

Organizational Competency 3 Facilities

Saratoga Springs Public Library will operate a safe, attractive, and welcoming facility.

Initiative 3.1: By June 30, 2012, complete Phase 3 of the library renovation plan including the computer area and a remodeled reference desk.

Initiative 3.2: By June 30, 2013, complete Phase 4 of the library renovation plan, specifically the children's room.

Initiative 3.3: By June 30, 2012, conclude investigation of the pros, cons, and cost of installing a drive-up window.

Initiative 3.4: By June 30, 2012, conclude investigation of options, including cost, to improve ADA access to the library.

Organizational Competency 4 Fundraising

Saratoga Springs Public Library will partner with the Board of Trustees and other community residents to support and enhance library services.

Initiative 4.1: By January 15, 2012, determine the parameters within which any library fund raising would be conducted.

Initiative 4.2: By January 15, 2012, determine whether it would be advantageous to create a Library Foundation.

Over the subsequent several months, staff, board members, and a committee of "civilian" community representatives met to discuss the results of our previous planning process, the current state of the library, and to envision our future direction.

Members of the community planning committee first met in November, 2010. At that meeting, they participated in a visioning exercise to imagine the ideal state of the community in 5 to 10 years. Based on that vision of the community, the committee identified 10 "service responses" or service priorities from among the 18 proposed by the **Strategic Planning for Results** model, that the library could pursue in order to help achieve that vision.

Following that meeting, library staff undertook a series of meetings to perform SWOT (strengths, weaknesses, opportunities, and threats) analyses of each of the service responses. The results of those analyses were presented to the community planning committee when it reconvened for a second meeting in February, 2011.

Service Responses:

At its second meeting, the community planning committee, informed by the SWOT analyses, narrowed down the initial set of service responses from ten to seven. The seven service priorities identified by the committee as the most vital include the following:

- **Satisfy Curiosity: Lifelong Learning:** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- **Connect to the Online World: Public Internet Access:** Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- **Understand How to Find, Evaluate, and Use Information: Information Fluency:** Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.
- **Create Young Readers: Early Literacy:** Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Initiative 4.3: By June 30, 2012, develop a multi-year Fundraising Plan for operating and capital needs that address public funding needs as well as opportunities and strategies for private funding from sources such as grants and fund-raising.

Organizational Competency 5 Marketing and public relations

Saratoga Springs Public Library will promote library services through a variety of print, electronic, and media opportunities.

Initiative 5.1: By January 15, 2012, develop a marketing strategy and guidelines for staff.

Initiative 5.2: By August 15, 2011, expand the use of social networks to provide information about library services and programs.

Initiative 5.3: By October 15, 2011, adopt a tag line that reflects the library's service priorities.

Organizational Competency 6 Measurement and evaluation

Saratoga Springs Public Library will incorporate measurement and evaluation into its operational practices.

Initiative 6.1: By September 15, 2011, review process by which library use data is collected, compiled and distributed, and revise process as necessary to provide relevant management data.

- **Celebrate Diversity:** Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.
- **Discover Your Roots: Local History:** Residents and visitors will have the resources they need to connect the past with the present and to understand the history and traditions of the community.
- **Stimulate Imagination: Reading, Viewing, and Listening for Pleasure:** Residents who want materials to enhance their leisure time will find what they want, when and where they want them and will have the help they need to make choices from among the options.

Goals & Objectives and Organizational Competencies & Initiatives:

Following the community group's second meeting, library administrators met again with the consultant to draft an initial set of **goals** and measurable **objectives** based on the priorities identified by the committee, and to simultaneously draft a set of **organizational competencies and initiatives** separate from service goals and objectives.

Goals describe the benefits that local residents will receive from the library. They provide a framework that will be used to improve the library's organizational capacity, and to ensure that the library's limited resources are used effectively.

Each goal is supported by **objectives**, which describe the way that progress toward reaching the goal will be measured. Objectives generally include such measures as increases in circulation, program attendance, library visits, and the number of reference and other questions answered. Public reaction to and satisfaction with services, based on surveys, is another useful measure.

These measures will help the library and the community assess the library's effectiveness.

While service goals provide direct benefit to community residents, **organizational competencies**, which help the library achieve its service goals, provide indirect benefit to community residents by improving the library's effectiveness and efficiency.

Initiative 6.2: By September 15, 2011, develop methodology to regularly update the library's Board of Trustees on progress on all objectives and initiatives included in the strategic plan.

Organizational Competency 7 Operational efficiencies

Saratoga Springs Public Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 7.1: By January 15, 2012, implement an inventory asset management system.

Initiative 7.2: By January 15, 2012, implement a project management system to track progress on library objectives, strategic initiatives, and key projects.

Initiative 7.3: By September 1, 2011, implement a mobile application to access the library catalog.

Initiative 7.4: By October 15, 2012, implement a new library web site that improves access to library resources and services.

Organizational Competency 8 Training and staff development

Saratoga Springs Public Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

Initiative 8.1: By January 15, 2012, implement a new employee orientation program.

Initiative 8.2: By September 30, 2011, conduct a survey to determine staff training needs.

Activities:

With an initial set of goals and objectives and organizational competencies and initiatives in hand, library staff and administrators met together in a series of sessions in late April, 2011, moderated by Sara Dallas, Director of the Southern Adirondack Library System.

The purpose of those meetings was to identify activities, or specific tasks, that could help to meet the service goals and measurable objectives. Information about community demographics was also distributed and discussed during these sessions.

At those sessions, and others in May and June of 2011, library staff enumerated their current activities, and brainstormed about potential new tasks. Current and potential activities were then evaluated to determine whether they served one or more of the goals identified by the planning process.

Activities that were determined to be in service of one or more of the goals were then evaluated to determine their potential effectiveness in meeting the established objectives. In general, the activities that ranked highest on the effectiveness scale are those that appear in the final service plan below.

By adopting this strategic plan, the Board of Trustees affirms the goals and objectives presented herein.

NEXT STEPS:

The plan will be distributed to key stakeholders, including community representatives, Friends of the Saratoga Springs Public Library, Southern Adirondack Library System, and others, and will be made publicly available on the library's webpage, www.sspl.org.

Library administrators and trustees will reallocate resources as necessary in order to ensure that the goals and objectives outlined in the plan are achieved.

Progress made on achieving the goals and objectives and organizational competencies and initiatives will regularly be reported to the library's Board of Trustees and to the community.

SERVICE GOALS AND OBJECTIVES

GOAL 1. YOUNG CHILDREN (AGE FIVE AND UNDER) WILL DEVELOP A LOVE OF READING AND AN APPRECIATION FOR THE SPOKEN WORD.

OBJECTIVES:

1.1: By December 31, 2013, the circulation of easy readers will increase from 18,091 (FY10) to 20,000.

1.2: By December 31, 2013, the number of young children (age five and under) attending a program in the library will increase from 4224 (FY10) to 4500.

1.3: Annually, the number of young children (age five and under) attending a program offered by the library at a non-library location will be at least 450.

1.4: By December 31, 2013, the number of young children (age five and under) participating in the Summer Reading Program will increase from 338 (FY10) to 375.

1.5: By June 30, 2014 (FY14), a minimum of 85% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

SELECTED ACTIVITIES:

- Offer story times for babies, toddlers, and preschoolers
- Select, acquire, and process library materials
- Present family-oriented programs
- Work with Project PURR and Saratoga Hospital on newborn baby project
- Offer animal programs, such as chick hatching, llamas, reading therapy dogs, etc.
- Help young patrons and their caregivers find and use appropriate library materials
- Provide display cases for young patrons to display their personal collections
- Provide active learning environments
- Explore participation in organizing annual preschool fair
- Present special story time programs for community groups (Head Start, Pre-schools, etc.)
- Offer "library babies" program year-round
- Create a "New Moms' Group"
- Offer "Parents-To-Be" programs to complement Parent-Child Workshops
- Promote programs in all media formats



"Tail Waggin' Tutor" program with Quinn, a Newfoundland reading therapy dog.



"Library Babies" program.

GOAL 2. CHILDREN (AGES 6 – 12) WILL HAVE THE RESOURCES THEY NEED TO SATISFY THEIR CURIOSITY AND EXPLORE TOPICS OF PERSONAL INTEREST.

OBJECTIVES:

2.1: Annually, the circulation of juvenile non-fiction will be at least 50,000.

2.2: By June 30, 2014 (FY14), a minimum of 85% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.

SELECTED ACTIVITIES

- Support children’s local history projects
- Offer summer reading program
- Select, acquire, and process age-appropriate non-fiction library materials
- Make outreach visits to schools and other agencies
- Offer display cases available for personal collections
- Create educational exhibits
- Maintain suggested reading lists and make them available on the library’s website
- Expand “Storytime Science” programs
- Assist children in using computers
- Help young patrons and their caregivers find and use appropriate library materials
- Create an area dedicated to tweens
- Expand collection of downloadable e-resources
- Coordinate animal programs: aquarium, chick hatching, llamas, reindeer, etc.

GOAL 3: CHILDREN (AGES 6 – 12) WILL HAVE MATERIALS AND PROGRAMS THAT ENGAGE THEIR IMAGINATIONS AND PROVIDE PLEASURABLE READING, VIEWING, AND LISTENING EXPERIENCES.

OBJECTIVES:

3.1: By December 31, 2013, the circulation of juvenile fiction will increase from 55,770 (FY10) to 60,000.

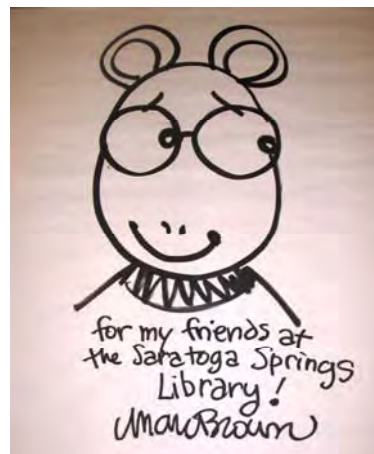
3.2: By December 31, 2013, the circulation of juvenile media (movies, music, audiobooks and games) will increase from 85,111 (FY10) to 90,000.

3.3: Annually, a minimum of 700 children will attend a library sponsored or co-sponsored program designed to stimulate their imagination.

3.4: By December 31, 2013, the number of children participating in the Summer Reading Program will increase from 807 (FY10) to 850.

SELECTED ACTIVITIES

- Offer 3rd grade library visit programs
- Add video games for kids to collection
- Select, acquire, and process age-appropriate fiction collection
- Prepare displays of library materials
- Offer “Microsoft Surface” for children
- Offer summer reading program
- Add interactive exhibits
- Partner with community groups for theater, dance, etc.
- Offer family programs during school breaks and on weekends
- Explore providing an outdoor space for activities
- Offer after-school programs
- Help young patrons find and use appropriate library materials



“Arthur” drawn by Mark Brown, 2010

GOAL 4: TEENS (AGE 13 AND OLDER) WILL HAVE MATERIALS AND PROGRAMS THAT RESPOND TO THEIR CURRENT INTERESTS AND PROVIDE PLEASURABLE READING, VIEWING, AND LISTENING EXPERIENCES.

OBJECTIVES:

4.1: By December 31, 2013, the circulation of young adult materials (fiction and non-fiction) will increase from 24,752 (FY10) to 30,000.

4.2: By June 30, 2014 (FY14), a minimum of 75% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.

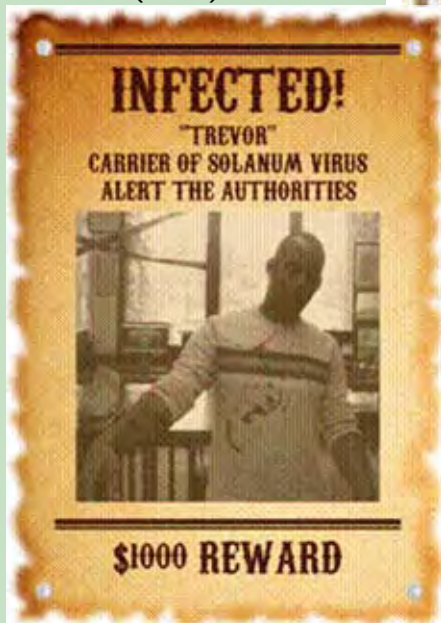
4.3: Annually, a minimum of 1,000 teens will attend a library sponsored or co-sponsored program.

4.4: Annually, a minimum of 75% of teens attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.

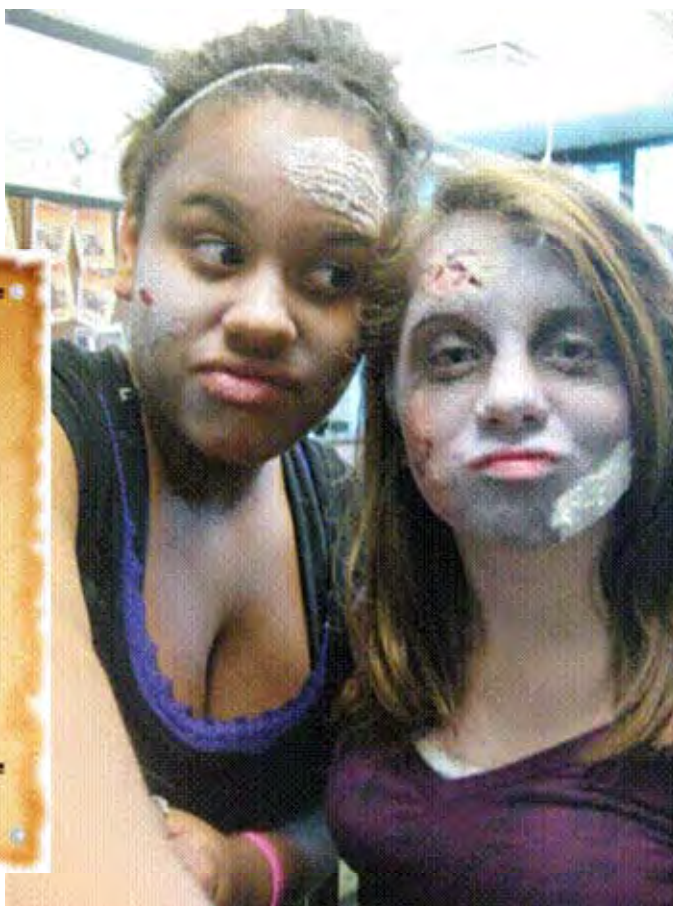
4.5: By December 31, 2013, the number of teens participating in the Summer Reading Program will increase from 265 (FY10) to 300.

SELECTED ACTIVITIES

- Visit local middle and high schools
- Send library information to schools to share with students, staff, and parents
- Explore options for expanding Teen Space
- Select, acquire, and process age-appropriate fiction and media collections
- Make staff available via chat and text message
- Provide After school programs
- Offer fun and interesting summer reading program options
- Explore expanding clubs offerings
- Provide cost-effective programs that teens can do at home with no expense
- Offer programs: video game design, summer reading program, improv, Rebel Book Club
- Help teens find and use age-appropriate library materials



Teen Services Librarian,
Trevor Oakley



Zombie makeup program.

GOAL 5: ADULTS AND TEENS WILL HAVE THE RESOURCES THEY NEED TO EXPLORE TOPICS OF PERSONAL INTEREST AND CONTINUE TO LEARN THROUGHOUT THEIR LIVES.

OBJECTIVES:

- 5.1: Annually, the circulation of adult non-fiction will be at least 120,000.
- 5.2: By June 30, 2014 (FY14), a minimum of 75% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 5.3: By June 30, 2014 (FY14), a minimum of 75% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
- 5.4: Annually, 9,000 adults will participate in a library sponsored or co-sponsored program.
- 5.5: Annually, a minimum of 85% of adults who attended a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 5.6: By June 30, 2014 (FY14), a minimum of 90% of adults surveyed will indicate staff were helpful in finding information or materials to explore a topic of personal interest.
- 5.7 By June 30, 2014 (FY14), a minimum of 85% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.

SELECTED ACTIVITIES:

- Select, acquire, and process adult non-fiction collection
- Host a variety of topical programs for adults, including the "Brown Bag Lunch" series and Community Cinema series
- Provide "readalike" booklists on a variety of non-fiction topics
- Create displays of library materials
- Prepare and publish list of library materials to accompany adult programs
- Provide computer classes on a variety of subjects
- Consider expanding library programs at off-site locations (ex. computer instruction, book talks)
- Re-introduce the regular author program series
- Help patrons find and use library materials



Library Program Of the Year Award for Video Game Design Lab for Teens



Keeping up with current events

GOAL 6: ADULTS WILL HAVE CONVENIENT, TIMELY ACCESS TO A VARIETY OF NEW AND POPULAR MATERIALS.

OBJECTIVES:

6.1: By December 31, 2013, the circulation of adult fiction will increase from 154,451 (FY10) to 160,000.

6.2: By December 31, 2013, the circulation of adult media (CDs, videos, DVDs etc) will increase from 216,085(FY10) to 225,000.

6.3: By June 30, 2014 (FY14), a minimum of 85% of adults surveyed will indicate that they found something good to read, listen to, or view at the library.

6.4: By June 30, 2014 (FY14), a minimum of 75% of adults surveyed will indicate that they received the material they reserved in a timely manner.

SELECTED ACTIVITIES

- Select, acquire, and process materials for the New and Popular Collection (DVDs, popular fiction, videogames, music, audiobooks, magazines, book club choices)
- Increase the number and variety of leased books
- Expand SALON offering to include downloadable videos
- Expand e-book collection
- Create rotating display of materials on timely topics
- Merchandise the New and Popular Collection
- Provide reference and readers' advisory service
- Visit homebound readers
- Expand the size of large print collection
- Investigate an opt-in e-mail newsletter service
- Optimize use of NextReads e-mail newsletters for readers' advisory
- Provide technical support for SALON users



Movies and games in the New and Popular collection.

GOAL 7: RESIDENTS WILL HAVE ACCESS TO INFORMATION TECHNOLOGY AND THE ASSISTANCE THEY NEED TO USE IT EFFECTIVELY IN THEIR DAILY LIVES.

OBJECTIVES:

- 7.1: By December 31, 2013, the number of PC sessions will increase from 90,362(FY10) 94,500.
- 7.2: By June 30, 2014 (FY14), the number of people who connect to the Internet via the library's wi-fi access will reach 30,000.
- 7.3: By June 30, 2014 (FY14), a minimum of 75% residents surveyed will indicate the library's Internet services are very good or excellent.
- 7.4: By June 30, 2014 (FY14), 85% of web site users surveyed will rate the library's web site as informative and easy to use.
- 7.5: By December 31, 2013, the number of hits on the library's web site will increase from 181,300 (FY10) to 200,000.
- 7.6: By June 30, 2014 (FY14), the use of licensed electronic databases will increase from 7,221 (FY10) to 7,500.

SELECTED ACTIVITIES

- Add more public PCs in the Computer Center
- Maintain IT infrastructure: network, software, hardware
- Provide services through mobile devices
- Offer wireless printing
- Expand SALON collection
- Update website on an ongoing basis
- Increase bandwidth
- Expand the library's social media presence
- Order games and reading resources for kids' computers
- Offer an opt-in e-mail newsletter
- Help patrons use computers in the computer center
- Implement a pilot laptop loaning program in the Children's Room
- Provide classes and/or print instructions and/or online tutorial for downloadables

GOAL 8: ADULTS WILL HAVE ACCESS TO PROGRAMS AND SERVICES TO DEVELOP THE SKILLS TO SEARCH FOR, LOCATE, EVALUATE, AND EFFECTIVELY USE INFORMATION TO MEET THEIR NEEDS.

OBJECTIVES:

- 8.1: By December 31, 2013, the number of adults attending a library sponsored computer class will increase from 3136 (FY10) to 3200.
- 8.2: By June 30, 2014 (FY14), a minimum of 85% of adults attending a library sponsored computer class will evaluate the class as very good or excellent.
- 8.3: By June 30, 2014 (FY14), a minimum of 85% of adults surveyed who needed help using library resources will indicate that staff were helpful.

SELECTED ACTIVITIES

- Offer computer classes especially for seniors or other target groups
- Partner with local senior centers
- Provide reference service
- Make outreach visits to seniors and the homebound
- Help patrons learn to use print and electronic resources
- Provide technology to allow access to library resources for patrons with special needs



GOAL 9: RESIDENTS AND VISITORS WILL HAVE THE RESOURCES THEY NEED TO UNDERSTAND THE HISTORY AND TRADITIONS OF SARATOGA SPRINGS.

OBJECTIVES:

- 9.1: By December 31, 2013, the number of local history questions answered will increase from 1896 (FY10) to 2500.
- 9.2: By December 31, 2013, the number of hits on the Local History web page will increase from 251 (FY10) to 500.
- 9.3: By June 30, 2014, 85% of users surveyed will evaluate the Local History Collection as very good or excellent.
- 9.4: By June 30, 2014, the attendance at local history programs will increase from 939 (FY10) to 1200.

SELECTED ACTIVITIES

- Collect preserve and make available a collection of oral histories
- Partner with museums and other community organization for programs
- Increase the variety of local history program offerings
- Create local history displays both in and outside of the Saratoga Room
- Expand digital collections
- Assist independent researchers with questions about Saratoga Springs
- Expand the number of hours the Saratoga Room is open, and simplify the schedule
- Reaffirm Collection Development Policy

GOAL 10: RESIDENTS WILL UNDERSTAND AND APPRECIATE THE DIVERSITY REFLECTED IN THEIR COMMUNITY AND THE WORLD AT LARGE.

OBJECTIVES:

- 10.1: By June 30, 2014, the number of people attending a program designed to celebrate diversity and/or increase awareness of diversity will increase from 1961 (FY10) to 2250.
- 10.2 Annually, a minimum of 85% of adults who attended a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 10.3 Annually, the number of hits on the library's Celebrate Diversity webpage will be at least 5,000.
- 10.4 By June 30, 2014 (FY14), a minimum of 85% of people survey who said they were looking for material on a diversity related topic will rate the library's collection as very good or excellent.
- 10.5 By June 30, 2014 (FY14), a minimum of 85% of people surveyed will say the library was a welcoming place.
- 10.6 By June 30, 2014 (FY14) a minimum of 85% of people surveyed will say the service they received from staff was very good or excellent.

SELECTED ACTIVITIES:

- Reach out to cultural organizations when planning programs
- Offer summer reading program theme on global cultures
- Offer programs for all ages about Saratoga Springs' ethnic heritage
- Plan programs to celebrate cultural holidays
- Provide international cuisine events
- Offer programs about current events
- Develop collection that represents community diversity
- Offer traditional and world music programs
- Continue "Community Cinema" program series
- Explore working with Saratoga Arts Center on an art exhibit representing different cultures in the community
- Create a webpage for diversity resources
- Offer Spanish language learning program for children
- Create a display about local ethnic groups in Saratoga Room
- Partner with Literacy Volunteers to offer English language learning classes

APPENDIX 1: COMMUNITY VISION STATEMENTS

The Community Planning Committee was asked to picture Saratoga Springs and the communities served by the library ten years from now. They were asked to imagine that the community and its people have been successful beyond belief. The community is a place everyone is proud to call home. They were asked to describe what makes the community so wonderful. What benefits do people receive because they live in Saratoga Springs? Why do people value those benefits?

- Children will live in safe home and a safe community.
- Children will be inspired to have a lifetime love of learning and community involvement.
- Children will be physically, emotionally, and mentally healthy.
- Children will enjoy quality, affordable care while their parents are working.
- Children will participate in a wide-variety of programs at locations where they frequently and willingly go.
- Children and teens will receive an education that prepares them for employment.
- Young people will have economic opportunities in the area and will not need to leave the community to find them.
- Teens will participate in a wide variety of recreational and cultural activities in their leisure time.
- Parents will read to their young children and understand the importance of doing so.
- Single-parent families will have access the services and support they need to raise their children.
- Seniors will participate in a wide variety of recreational and educational opportunities.
- Residents will be literate and value it.
- Residents will be aware of community services and activities.
- Residents will be engaged in life-long learning and have numerous opportunities to do so.
- Residents of all ages will participate in inter-generational activities.
- Residents will utilize the services and resources offered by organizations and institutions such as S.P.A.C. and the library.
- Residents will value local non-profit organizations and be aware of the services they provide.
- Residents will support local organizations by volunteering their time and financial resources.
- Residents will have meaningful volunteer opportunities and become active in dynamic community organizations.

- Residents and visitors will have access to local information in languages other than English.
- Residents and visitors will use the services of a vibrant downtown and they will have easy access to parking whenever they do so.
- Residents will support, maintain, and utilize open spaces in the city and the county.
- Residents will observe a healthy life-style.
- Residents will have access to high quality, affordable health care.
- Residents will engage in respectful and informed civic discussions that move toward solutions.
- Residents will be served by a more capable, professional city government.
- Residents will develop and utilize critical thinking skills.
- Residents will effectively utilize technology while valuing and maintaining face-to-face contact with others in the community.
- Residents will be able to meet their basic needs (food, shelter etc.) and have a safety net when they are unable to do so.
- Residents will have access to safe, affordable, and sustainable housing.
- Residents will have access to a variety of transportation options including public transportation, bike paths, and sidewalks.
- Residents will live in a pedestrian friendly city that values people first and cars second.
- Residents will be informed and enlightened by a vibrant local newspaper.
- Residents will be actively engaged in sustaining the viable community in which they live.
- Residents will be actively and constructively engaged with the residents of other neighboring communities.
- Residents, whether seasonal, college students, track workers, military etc. will feel part of the community and actively contribute to and participate in its organizations and institutions.
- Residents will value, respect, and celebrate the diversity of the community.
- Everyone will feel welcome and valued.
- Newcomers will have a support system.

APPENDIX 2: COMMUNITY SWOT ANALYSIS

The Community Planning Committee identified the following strengths, weaknesses, opportunities, and threats that will affect Saratoga Springs' ability to achieve the vision statements they identified.

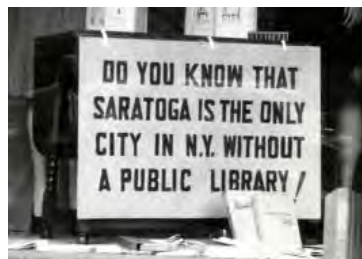
SUPPORT ACHIEVING THE VISION	OBSTRUCT ACHIEVING VISION
<p>COMMUNITY STRENGTHS</p> <ul style="list-style-type: none"> • Viable, vibrant downtown • Community identity • Safe/low crime rate • Geographic location • Library, including its downtown location • Varied educational opportunities – K thru grad • Breadth of resources • Values education, the arts, and athletics • Active community stakeholders • Strong local banks that are civic minded • Business community that is civic minded • Unique architectural environment • Welcoming community • Strong network of non-profits • Population size – not too large and not too small • Diverse economic base with various job opportunities • State park • Giving community – financial support from the community • Track as an employer • Tech park • Attractions, education, and quality of life • Open space plan • Educated population • Library service area – able to serve all of it • Spirit of collaboration • People willing to try to make changes • Historical context • Appreciate how great the community is – don't take it for granted • Skidmore and Empire State • Free advertising for city as a destination thanks to track and other attractions • Population not stagnant – people moving in and out • Relative wealth – compared to other communities • City Center, Congress Park and Convention Center • Major services still downtown • Farmer's Market – can buy local • SPAC • Access to good health care • Museums • Good public school system • Racino 	<p>COMMUNITY WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of affordable housing • Lack of public transportation from surrounding communities • Taxes and cost of living • High rents for businesses downtown • Limited recognition of those struggling – homeless, mentally ill etc. • Job market – opportunities are limited and not that diverse • Form of city government • Little racial diversity • Aging infrastructure • Transient population • Schools – politics, size, and structure • No strong welcoming mechanism • Dependent on property tax in a time when they are considered to be too high and talk of capping them • Communication amongst city residents not as strong as it could be • Limited use of public transportation • Saratoga "bubble" • Lack of collaboration between groups; lack of awareness of what others are doing; some duplication of effort • Insufficient parking • Downside of vibrant nightlife – crime, drugs, etc. • Dependent on a few large employers • Inadequate outreach to other communities in the area • Some under-utilized resources • Racino

EXTERNAL OPPORTUNITIES

- Growing economic base
- Luther Forest – Tech valley
- Tourism
- Transportation
- Travel to metro areas
- Non-profit network
- Non-stagnant diverse population
- Partnerships
- NYRA
- Positive mind-set
- Smart grid
- National optic network
- Federal/state grant money
- Economically sound county
- Education – nearby colleges
- Easy access to cultural events
- Recreational opportunities – Adirondack park
- State government nearby as an employer
- Railroad access
- Hospitals/medical services nearby
- 3.5 hours to Montreal, Boston, and NYC

EXTERNAL THREATS

- Economy
- State highway dividing city
- Politics – local, state, and national
- Bypass – if it ever happens
- NY state budget
- Governmental legislation and regulations
- Water
- Future of racing
- Losing NY ballet
- Chain stores
- Rapid growth
- Lack of volunteers to support some non-profits
- Over-reliance on one industry
- Keeping downtown viable
- Tourism
- Irrational anti-government attitude – could be threat to library
- Lack of qualified/trained workforce
- Drug route – NY to Montreal
- Influx of new residents – some part-time
- Technology
- Weather
- Regionalization of some services for economy of scale – lack of local control
- Fear in general – of what might be taken or asked of us
- Tech park – how could impact area, including the environment



Sign from the campaign to build a public library in Saratoga Springs, 1945.

About the cover illustrations:

Front Cover: Library history

Top to bottom:

- Detail of sign of the Saratoga Athenaeum (precursor to public library), 1885.
- Postcard of interior of Saratoga Athenaeum c. 1918.
- Postcard of original Saratoga Springs Public Library building on Broadway, c. 1950.
- Current Saratoga Springs Public Library on Henry Street. Photo by Dave Forbert, 2010.
- Architectural drawing of new Circulation and Information Desks, 2010.

Back Cover: Youth Services traditions

Top to bottom:

- Children watch chicken eggs incubate and hatch in an annual Spring tradition.
- Model of Universal Preservation Hall in gingerbread, meant to inspire participants in the wintertime gingerbread-house-making program.
- Saratoga Springs High School student volunteers pose with "Page Turner," the library horse, on Senior Giveback Day.



SARATOGA SPRINGS PUBLIC LIBRARY
49 Henry Street
Saratoga Springs, NY 12866

Phone: 518-584-7860
Fax: 518-584-7866

www.sspl.org

Hours:
Monday-Thursday 9:00 AM – 9:00PM
Friday 9:00 AM – 6:00 PM
Saturday 9:00 AM – 5:00 PM
Sunday Noon – 5:00 PM
*Saratoga Room and
Teen Room Hours vary.*

Also Inside the Library:

THE BOOK BAG SHOP
used books for sale
Operated by Friends of the
Saratoga Springs Public Library
Monday – Thursday 10:00AM – 8:00PM
Friday 10:00 AM – 5:00 PM
Saturday 10:00 AM – 4:00 PM
Sunday 1:00 PM – 4:00 PM
518-584-7860 x233

HIGHER GROUNDS CAFFÈ
Operated by Kimberlie DeSilva
Monday-Thursday
9:00 AM – 6:00 PM
Friday-Saturday
9:00 AM – 5:00 PM
Sunday Noon – 4:00 PM
518-450-0209

*Book shop and caffè hours vary
in July and August*

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