

EXECUTIVE SUMMARY

This document outlines the pathway, including strategic priorities, for Albany Public Library (APL) for the 3-year-period beginning January 1, 2023, through December 31, 2025. It is designed to be dynamic in nature with the flexibility to adjust to the changing needs of the community while staying abreast of library trends and innovations.

The creation of this plan was informed by the input of patrons, staff, subject matter experts, the Friends and Foundation of APL and the Board of Trustees through surveys, focus groups, envisioning and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, culminating in a day-long work session.

Next steps in the process include developing annual operating plans with tactics and metrics for each objective. Regular status reports and updates to the Board of Trustees will ensure that the focus on agreed-upon strategic priorities and outcomes is maintained.

ALBANY PUBLIC LIBRARY STRATEGIC PLAN | 2023-2025

MISSION STATEMENT

Albany Public Library educates, entertains, and empowers our community.

VALUES

The following values will inform our decision-making:

COLLABORATION | Proactively engage with community partners to address social and educational issues.

DISCOVERY | Help members of the community learn, grow, and achieve their dreams by expanding minds and opening new worlds.

DIVERSITY | Commit to human rights, free thought, and free expression.

EMPATHY | Treat everyone with understanding and compassion.

INTEGRITY | Maintain transparency in operations and governance.

LITERACY | Introduce the community to a wide variety of materials, programs, and resources that increase their knowledge, understanding, and enjoyment.

PRIVACY | Protect the privacy of library users.

SERVICE | Provide resources for the interest, information, and enlightenment of all people of the community.

VISION

Albany Public Library is a resource for life. Let's grow together!

STRATEGIC GOALS and OBJECTIVES

The following four goals will inform the decision-making of the Albany Public Library for the next three years:

COMMUNITY ENGAGEMENT
Goal: APL engages with the people of Albany through outreach, programming, services, materials, and space.
Objectives: <ol style="list-style-type: none">1. Assess and respond to the changing needs of the community.2. Develop, maintain, and regularly evaluate strategic partnerships.3. Evaluate and develop a plan to meet the organizational need for volunteer support.

WORKFORCE: GROWING PEOPLE AND CAREERS
Goal: APL maintains an engaged, qualified, and diverse staff.
Objectives: <ol style="list-style-type: none">1. Establish competitive salaries for incumbent and future employees through contract negotiations.2. Develop recruitment strategies to increase diversity among staff.3. Develop a process to evaluate staff engagement and job satisfaction to improve retention.

DIVERSITY, EQUITY, INCLUSION AND ACCESS

Goal: APL ensures the services it provides are rooted in the values of Diversity, Equity, Inclusion and Access (DEIA), both internally and externally.

Objectives:

1. Strengthen recruitment, retention, development, and training practices to ensure the staff reflects the diverse community APL serves.
2. Align current policies and procedures with DEIA values.
3. Assess the needs of the community re: DEIA and expand marketing strategies to reach underserved groups.
4. Ensure that programs, presenters, and materials reflect the diversity and interests of the community.

SUSTAINABILITY

Goal: APL strives to ensure the public's investment is maximized through sustainability initiatives including environmental, financial, and human capital.

Objectives:

1. Assess and address environmental trends and recommendations for energy efficiency.
2. Develop a long-term financial plan that increases revenue to meet capacity needs in the most fiscally responsible manner.
3. Foster holistic professional development of staff, interns, and volunteers through their service experience.

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