



**Looking
Forward**
WITH YOUR LIBRARY

Saratoga Springs Public Library

2021 to 2024 Strategic Plan High-Level (V3)

Adopted: June 2, 2021



Process Facilitated by
Rob Cullin & Janet Nelson



**Looking
Forward**
WITH YOUR LIBRARY

Mission, Vision & Values



SSPL Revised Mission-Vision-Values

MISSION

Delivering resources and experiences that engage, entertain, educate, and empower our entire community.

VISION

Our vision is a resilient community empowered by collaboration, engagement and learning.

VALUES

Saratoga Springs Public Library values:

Sustainability: Practicing and promoting environmental stewardship, economic feasibility and social equity through engagement, education, action and transparency.

Equity, Diversity & Inclusion: Celebrating differences and welcoming all into a safe and nurturing environment.

Collaboration & Partnerships: Leveraging resources and offering more integrated services within the Library and across the community.

Community: Enabling connections, promoting civic engagement and improving the quality of life.

Accessibility: Protecting intellectual freedom and personal privacy while offering universal access to collections, services, programs and knowledge both within and beyond the building.

Learning: Empowering life-long learning and all forms of literacy.

Devotion: Visibly demonstrating a love of learning, sharing and cultivating meaningful relationships in all we do.

Innovation: Encouraging creativity and adapting to emerging needs in forward-thinking ways.



**Looking
Forward**
WITH YOUR LIBRARY

Strategic Plan and Focuses

SSPL: Strategic Focus Areas



1: Universally Accessible



SSPL seeks to be universally accessible and usable to its community.

- Offer something for everyone within the community and ensure spaces exist for all types of needs.
- Improve community awareness of Library offerings and provide users convenient and welcome access to resources.
- Focus on equity, diversity and inclusion in all Library services.

Keywords: Universal Design, Beyond ADA, Community Relationships, Voices of the Community, Access, Equity, Beyond the Building, Diverse People and Ideas, Underserved, Inclusion, Multi-generational, Serving All Ages, Community Presence, Engagement, Targeted Marketing, Resources beyond the walls, Transportation, Outreach

Outcomes:

- The Library's services, resources, and physical spaces meet a high level of accessibility.
- Outreach services should reach a higher percentage of underserved and more remote residents throughout the district
- Awareness of library services and resources are high among district residents, particularly within underserved and higher need segments of the community.
- Community partnerships are expanded and/or strengthened to drive both awareness and accessibility.

Top Priority Initiatives:

- Upgrade the library's website to improve usability and provide more opportunities to engage users and highlight content and issues important to the community.
- Further invest in and expand the library's outreach services and capabilities focusing on those with the highest needs and lowest access in terms of materials, programs, and technology.
- Evaluate the need for and if it exists, options for offering satellite locations for the library. This could be a traditional branch or something more innovative to improve access for users who do not have any or at least convenient access to the current library.

2nd Tier Priority Initiatives:

- Expand the use of and library investment in community partnerships to further the outreach capabilities of the Library.
- Continue to meet the evolving technological needs of the community and work to limit the impacts of the digital divide in the community.
- Establish high standards of accessible service (universal design) around all service and programmatic functions of the library. Dedicate staff time/responsibilities to ensure that these standards are upheld.

Other Initiatives for Consideration:

- Evaluate current marketing approaches for effectiveness and seek to better target marketing going forward.
- Re-evaluate material usage and collection development policies, looking to best align community/user needs and wants with collection management approaches and policies. Make EDI a core component of this as well.
- Ensure that facilities are accessible to all and seek out opportunities to connect spaces and service locations closer to users throughout the community.

2: Community Leadership



SSPL will play a leadership role within the community, through engagement, example setting, and sharing best practices.

- **Make Equity, Diversity, and Inclusion an integrated part of organizational culture and approaches to all services.**
- **Lead on sustainability education and demonstrate that through its own actions.**
- **Better position the Library to help the community through crises such as pandemic or other disasters (intervention & response).**

Keywords: Innovative services and resources, Leadership, Sustainability, Equity, Diversity, Inclusion, Community Engagement, Partnerships, Collaboration, Education, Programs, Civic Engagement, Action

Outcomes:

- Library visibly sets a positive example of community leadership in key areas : e.g., Sustainability, EDI, Community Engagement, Innovation.
 - Library is seen positively as sharing information and engaging the community around issues where the library is playing a leading role: e.g., Sustainability, EDI, and Community Engagement.
 - Community organizations and agencies see the Library as a critical partner to engage with on community related issues and initiatives.
 - The library is a key player or even organizer in efforts to develop contingency plans around future community crises, such as pandemics, that may affect the broader area.
-

Top Priority Initiative:

- Continue to build a strong staff and leadership focus on equity, diversity, and inclusion. Seek to make these key elements of the Library's culture and everyday work, services, programming, staffing, and actions. The library should strive to be a community beacon for an organizational approach to issues of EDI.

2nd Tier Priority Initiative:

- SSPL takes a leading role in the community around key issues, with a heavy focus on EDI and Sustainability.

Other Initiatives for Consideration:

- Develop a strategic focus around community relationship building that involves all levels of staff and perhaps friends and volunteers as well.
- Continue to explore new and non-traditional service models and staffing roles to serve the varied needs of community/library members.
- Explore how through its own work and/or community partners, the library can expand transportation options and availability within the community to improve access to the library and other services within the community.
- Encourage/incentivize more staff to take a deeper more significant role in community engagement and local organizational involvement.
- Explore evolving and expanding the role of the Friends group in ways that further support the library's mission beyond used book sales.
- Invest in the further development and support for SSPL staff.
- Look at partners and other stakeholders for support and synergies as it relates to raising community awareness about library services and offerings.
- Examine all library usage and approaches for how well they serve user access needs, stand up to scrutiny related to EDI, and provide a focus on serving user needs over staff convenience.

3: Library as Place



SSPL will continue to evolve as a destination within the community, providing experiential and interactive environments that delight users and improve quality of life.

- **Become a more experiential and interactive learning environment for users of all ages.**
- **Ensure a variety of spaces for all types of needs**
- **Make outdoor spaces as inspiring, inviting, and functional as possible**

Keywords: Spaces, Experiential, Interactive, All Ages, Quiet Space, Social Space, Meeting Space, Flexibility, Universal Design, Outdoor Space, Usability, Ease of Use, Welcoming to all, Inviting to All, Reflective of the Community and Its needs, Active Collaboration

Outcomes:

- Library is seen as a top destination for lifelong learning, leisure, and as a key 3rd place within the Saratoga Springs area.
 - Library is seen as experiential and engaging destination for all ages.
 - The Library's outdoor spaces set a leading example for community spaces throughout the area.
-

High Level Priorities for this Focus Area (in line with 2nd Tier Initiatives of the first two focus areas):

- Take a deep look at the current layout and space usage of the library. Look at how those spaces need to be adjusted/updated and evolved to meet the current and future needs of the community and library users of all types and needs. Key areas of focus might be meeting and study rooms, teens and tween spaces, and quiet vs. active spaces.
- Take a fresh look at the library's parking lot, include the city in discussions and also look at the bigger issues of library green space needs and possible future building expansion needs.
- Take a deep look at the current usage and availability of outdoor space surrounding the library. Look for innovative ways to expand green space(s) and further bring the library's sustainability leadership to the exterior areas of the library and support its partners and green initiatives.

Other Initiatives for Consideration:

- Consider more radical changes to material locations and access to free up space in the building
- Look for alternate models for the café that makes the café a more programmatic or partnership opportunity.
- Better Target Collection Development to Use & Merchandise Collections More
- Expand the number and options for meeting spaces within the library

4: Community Convener



SSPL will actively seek to elevate the quality of life in the Saratoga Springs area by bringing groups, agencies, and community members together to discuss, engage in, and advance issues facing residents.

- Help to further the impact of arts, culture, education, and other organizations within the community.
- Actively lead more networking and convene conversations across the community
- Choose to take a leadership role vs. facilitator role depending upon the issue/need

Keywords: Community Engagement, Community Discussions, Key Community Issues, Convening, Meetups, Leveraging Partnerships, Community Connection, Relationships, Networking, Facilitation, Leadership, Quality of Life, Organizer, Programs

Outcomes:

- Library is seen as leader in convening both groups and residents around key community issues and topics of interest.
- Library is known for offering the top learning and leisure programming within the area.
- Community organizations seek the library as a first stop in launching new community initiatives or when they want to convene a larger audience around a specific concern or community focused issue.

High Level Priorities for this Focus Area (in line with 2nd Tier Initiatives of the first two focus areas):

- Look for new ways to engage users and the community in programming. Seek more input on programs and additional community participation in programming. Look at programming as more of a community collaboration instead of "classes being offered by the library".
- SSPL to host/lead/facilitate important conversations within the community with a particular emphasis/priority on EDI related issues.

Other Initiatives for Consideration:

- SSPL to host/lead/facilitate key affinity groups within the community.
- Look at internal or partnership opportunities to offer maker/DIY spaces and/or tools at or thru the library.



**Looking
Forward**
WITH YOUR LIBRARY

Working & Support Documents

SSPL SWOT Analysis

Strengths

- Library has a strong brand and perception within the community
- Well-positioned Facility
- Library size/space
- Dedicated and Professional Staff
- Resources (Physical and Digital Materials)
- Budget position
- Strong Volunteer Culture of Community
- Large Meeting Spaces
- One of Last “Free” Indoor Public Spaces
- Desire to extend leadership role in community
- ASL Trained Staff

Weaknesses

- Community Member (User & Non-User) Engagement and Awareness
- “Insufficient?” community wide approach to the homeless
- Resource deserts outside of city
- Broader service outreach (outside of the building)
- Digital Marketing Platforms / Targeted Marketing
- Community Transportation/Logistics
- Sufficient Diversity of Staff / Multi-lingual??
- Staffing levels to achieve bigger goals
- Limited green space (outdoor)
- Limited dedicated parking
- Insufficient small/medium meeting spaces

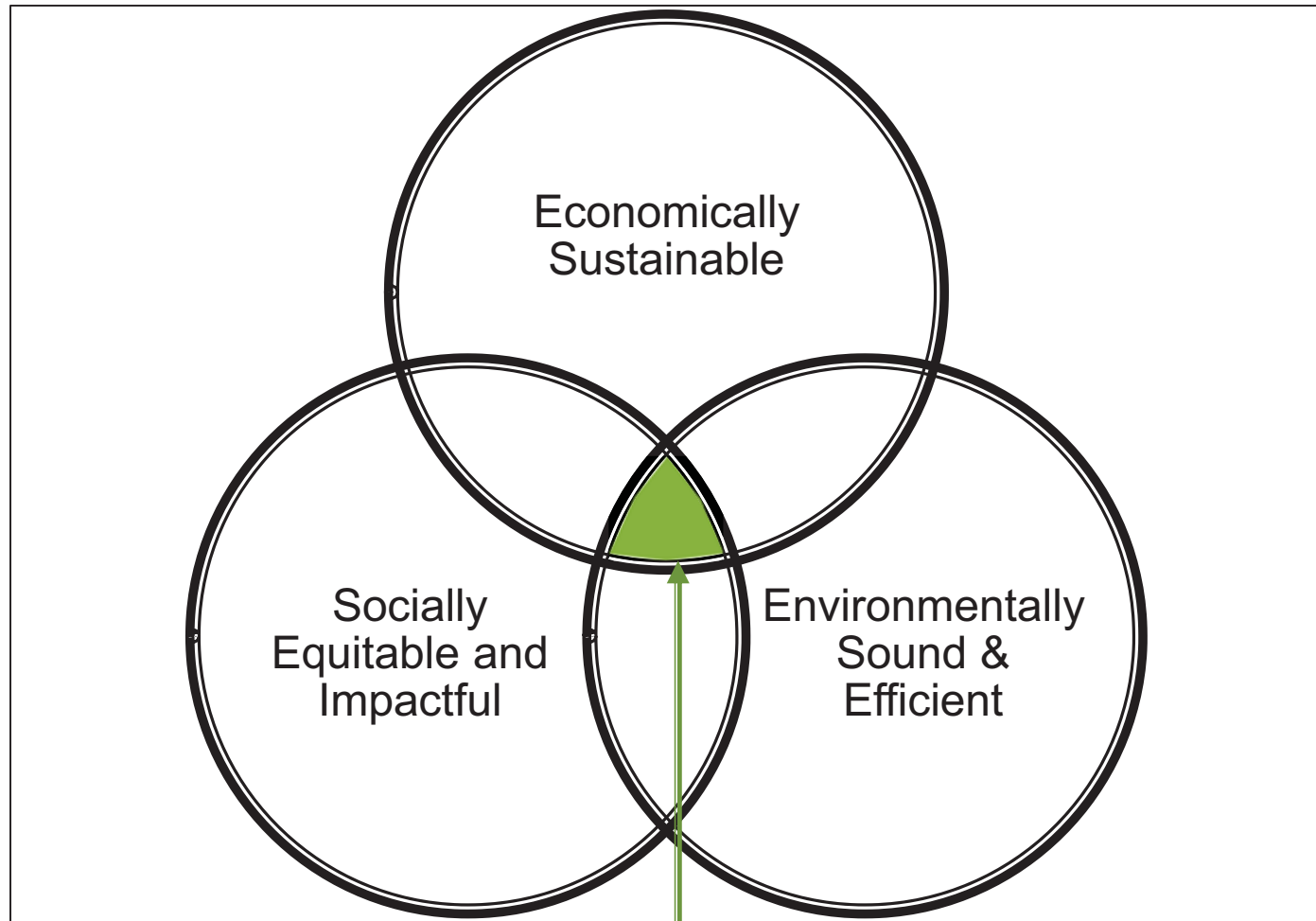
Opportunities

- Strong Network of Community Agencies and Non-Profits
- School and Higher Education Programmatic Partnerships
- Downtown partnerships
- Need for a community convener
- New comfort with Virtual platforms increases opportunities for those outreach mechanisms
- Friends Group
- Community Advocacy
- More year-round equity/diversity in promotional displays
- Unrealized potential of residents
- Further expansion as a regional destination
- Needs for Small and Medium Meeting Spaces
- More ongoing assessment of programs, services, and materials for greater inclusion, diversity, and equity

Threats

- Public Health Situation (Now and in the Future)
- Perceptions of safety for users of the library
- Community Organizations Roles/Sharing Power
- Overall Economic uncertainty
- Economic disparities
- Affordable housing
- Shifts in user needs and preferences
- Technology shifts
- Increases in poverty and community needs
- High availability of varied programmatic content online (both from local sources and worldwide)

Higher Order Plan Objectives



Highest Level of Overall Sustainability

Previous Study Vision of the Community:

People want a diverse, lively community that preserves the unique character of Saratoga Springs, which combines small-town charm with unusually rich cultural, entertainment, and natural amenities; but they're concerned that overdevelopment is changing that character, and threatening to exclude some people from enjoying a high quality of life by making the area increasingly unaffordable for the middle class. As people talk about those concerns, they talk specifically about a lack of affordable housing and public transportation options; preservation of our unique neighborhoods, downtown businesses, cultural institutions, and natural resources; and a lack of civil discourse among our elected leaders. They believe we need to focus on creating opportunities for "everyday people" to have a greater say in decision-making, and if our area's many non-partisan, non-governmental and grassroots organizations, such as Skidmore College, Saratoga PLAN, the League of Women Voters, Sustainable Saratoga, Saratoga Preservation Foundation, Saratoga Springs Public Library, the Interfaith Council, neighborhood associations, the Chamber of Commerce and the Downtown Business Association played a part in those actions, folks would be more likely to trust the effort and step forward.

1: Universally Accessible (Top and 2nd Tier Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
6	Further invest and expand the library's outreach services and capabilities focusing on those with the highest needs and lowest access both in terms of materials, programs, and technology.	6.8	11	8	<p>Equip van with mobile hotspot, especially in remote areas of service area; printer, too</p> <p>Doing more to fill the gaps on the digital divide within the community</p> <p>Paid per diem ENL class teachers– some on-site at backstretch and other off-site spaces – still one-to-one literacy volunteers (most SSPL tutors have no interest in teaching classes) Teaching class more challenging, different skill set.</p> <p>Should technological advances be a "Big Idea" to focus on with advances in Alzheimer tech, space, etc. Should library be a big part of making technology resources available? Partner with universities that have access to upcoming tech information and tools?</p> <p>Reach out to underserved communities with no internet access.</p>
12	Evaluate the need for and if it exists, options for offering satellite locations for the library. This could be a traditional branch or something more innovative to improve access for users who do not have any or at least convenient access to the current library.	7.8	10	7	<p>Adding Satellite Branches/Service Points</p> <p>Add Branch(es) - evaluate Wilton Mall as an option.</p>
15	Upgrade the library's website to improve usability and provide more opportunities to engage users and highlight content and issues important to the community.	11	7	2	<p>Website redesign. Hard to navigate to look up books, etc. finding events</p> <p>Website - more visible thematic programming celebrating Black History Month, etc. Perhaps use the website banner to rotate monthly celebrations and themes to entice people to come in and be welcoming</p>
7	Expand the use of and library investment in community partnerships to further the outreach capabilities of the library.	11.1	5	5	<p>Is there a way to partner with Sr. Centers to provide transportation to SSPL from Sr. Centers and Living Communities</p> <p>Consider use of space at SUNY Empire State College</p> <p>Library take a proactive approach to creating programs for arts organizations to pair with their events. Library will give program ideas to arts partners.</p> <p>SSPL could work with Sponsor a Scholar and be a nexus for other groups to become engaged. Find way to work with groups and organizations in the community (arts, etc.) to connect with other community groups.</p> <p>Partner with Schools</p> <p>sspl acting as satellite for Saratoga School project, educational initiatives and special research projects. For e.g. Saratoga Room.</p> <p>Expand partnerships with Senior Center for delivery for food & materials. (Community Connections)</p> <p>Shelters of Saratoga/ Captain to reach Homeless Youth</p> <p>Develop relationships with Headstart, Child Care Organizations, BOCES to reach working parents</p> <p>See where the library fits with the City and School district strategic plans</p> <p>Partnering w. community groups - for ex. Lifeworks: headstart, summer lunch programs sites, immigrant services program.</p>
20	Continue to meet the evolving technological needs of the community and work to limit the impacts of the digital divide in the community.	11.9	7	1	<p>Library should be making technology resources available a top priority.</p> <p>Partner with universities and national organizations that have access to upcoming tech information and tools?</p> <p>Library's should be constantly evaluating where the digital gaps are within the community and what role they can play in working to close those gaps or provide the resources and services that narrow the gap for those residents.</p>
11	Establish high standards of accessible service (universal design) around all service and programmatic functions of the library. And dedicate staff time/responsibilities to ensure that these standards are upheld.	12.1	5	3	<p>Assessing technology needed for a continuation of hybrid virtual and in-person programming and services as library begins to open again to public meetings and programs and still be able to offer the possibility for folks to join in virtually.</p> <p>Providing multiple means of voting access for Library to encourage community participation. Have an online option for Library annual meeting and budget information session.</p> <p>Install the loop for the hearing impaired</p> <p>Have library policy, etc. in multiple languages</p> <p>Write documentation for the public at literacy level that most will understand (fifth grade?)</p> <p>Offer the ability to gather and talk about issues via videoconference with legislators (at all levels)</p> <p>Determine greatest future need of under-served and provide accessibility e.g., technology. For example providing iPad for people that do not have access to technology</p> <p>Hybrid programming and services -- materials delivered to Senior Living facilities and then folks can join program through virtual live or on demand venues</p> <p>Consider smaller (non-branch) initiatives for library services in locations outside of the core city.</p> <p>Dedicate a staff member to lead this effort</p>
13	Evaluate current marketing approaches for effectiveness, and seek to better target marketing going forward.	13.3	4	1	<p>Newsletter awareness to community members.</p> <p>Promote services; target our message and attend meetings in person.</p> <p>Can volunteers help with helping with marketing, library promotion, etc.</p> <p>Cross promote the Saratoga Room to know that we are a leader in local history.</p> <p>Current Ratio Three Holds to Copies – Reduce Ratio to 2:1</p> <p>Every time buy physical book, buy e-book and audiobooks.</p>
17	Re-evaluate material usage and collection development policies, looking to best align community/user needs and	12.7	4	1	<p>Weed the collection to enhance opportunities for displays and face out merchandising</p>

1: Universally Accessible (Other Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
13	Evaluate current marketing approaches for effectiveness, and seek to better target marketing going forward.	13.3	4	1	Newsletter awareness to community members. Promote services; target our message and attend meetings in person. Can volunteers help with helping with marketing, library promotion, etc. Cross promote the Saratoga Room to know that we are a leader in local history.
17	Re-evaluate material usage and collection development policies, looking to best align community/user needs and wants with collection management approaches and policies. Make EDI a core component of this as well.	13.7	4	1	Current Ratio Three Holds to Copies – Reduce Ratio to 2:1 Every time buy physical book, buy e-book and audiobooks. Weed the collection to enhance opportunities for displays and face out merchandising Expand Book Discussion Collection Adding multilingual collections
10	Ensure that facilities are accessible to all and seek out opportunities to connect spaces and service locations closer to users throughout the community.	14.1	3	1	Identifying different spaces in the community for conversations about sharing Use universal Design guidelines, age in place for any of the physical elements in the library (all ages, users types, etc.)
Totals across all three tiers		11.3	56	29	

2: Community Leader (Top and 2nd Tier Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
8	Continue to build a strong staff and leadership focus on issues related to equity, diversity, and inclusion. Seeking to make it a key makeup of the library's culture and everyday work, services, programming, staffing, and actions. The library should strive to be a community beacon for an organizational approach to issues of EDI.	7.1	10	7	<p>Adding multilingual collections</p> <p>Community forum on equity, social justice -</p> <p>Could the library play a role in having community conversations regarding the City's Police Reform Task Report</p> <p>Engage community to help work on meeting needs and enhancing life of diverse groups in the community. In collaboration with the library -- leading together.</p> <p>Could we lead by helping community organizations by helping to provide resources, programming, etc. regarding what it means to talk about diversity, inclusion, etc.?</p> <p>Adding a Diversity Team (e.g. current Green Team)</p> <p>Expanding language services; making library more welcoming to non-native English speakers; have more materials in other languages. This could include making tax forms available in languages other than Eng. - Run a language assessment/census in the community: what languages are spoke?</p> <p>Create a safe place for different cultures to interact and learn about one another</p> <p>Establish and continue to work on EDI working group to assess policies and practices to help address gaps and then share with other community groups ways to assess policies and practices that can help lead to behavioral change within the organization.</p> <p>Diversity audits of our collections. Do they reflect our community needs.</p> <p>SSPL - provide programming and opportunity to reach LGBTQ+ youth. Could the library partner more with schools to embrace bringing younger people to things. Work with Saratoga Sponsor a Scholar. Identify other organization that work with youth who may be able to coordinate with and support youth in the community</p> <p>Identify different areas of diversity -- what does diversity mean? Take a look at not just cultural diversity, but also socio-economic, ability, etc. What can we do to help address and meet their needs? How can we provide services to help enhance people's lives?</p> <p>Ensure increased diversity of library staff with lens of affirmative action guidelines. Reach out to library schools for recruitment. Go to Hiring fairs on college campuses. HBCU - Historically Black Colleges and Universities, such as Howard U.</p>
1	SSPL takes a leading role in the community around key issues, with a key focus on EDI and Sustainability.	10.8	6	4	<p>Leading initiatives on a community scale (Bike to Work for the School district for example) Inspire others to do what we do.</p> <p>How does our mission translate into other actions that the community can get involved with?</p> <p>Library communicates their green initiative to community. How did they get there?</p> <p>Continue to model Sustainable practices and initiatives</p> <p>Create a vision of what Saratoga Will look like in 10 years so that patrons and organizations can envision what the future looks like so they can determine what they need. Based on the Futurama World's Fair of '39 exhibit. Actually make models</p>

2: Community Leader (Other Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
3	Develop a strategic focus around community relationship building that involves all levels of staff and perhaps friends and volunteers as well	13	4	2	<p>Community Bulletin board online; announcing key community events with partners.</p> <p>Dedicated staff members/ambassadors to reach different groups. PTA, Rotary, etc. to attend monthly meetings on a regular and ongoing basis</p> <p>Friends of the Library could become more active in soliciting volunteers...ad hoc committees, gathering data, making decisions, etc. Friends could be more active and engaged.</p> <p>Support and encourage grassroots efforts of staff members to advocate and promote the library - it already happens so make it part of the organizational culture</p> <p>Invest in a community relations employee (or redefine roles that exist) in order to make new and reestablish connections to community leaders and organizations. (Spokesperson in the field, not in the office)</p>
19	Continue to explore new and non-traditional service models and staffing roles to serve the varied needs of community/library members.	13	4	2	Add social workers on staff, who work closely with security staff to interface with and assist in problem solving for our homeless patrons.
2	Explore how through its own work and/or community partners, the library can expand transportation options and availability within the community to improve access to the library and other services within the community.	13.5	3	2	<p>Library a bus stop</p> <p>Create opportunities for people to arrive and stay at the library using alternative transportation. Ride share location, bike port for example</p> <p>Look at public transportation within the district to see if there is a way to increase public transportation and reduce need for parking (summer trolley -- SSPL on route? SPAC, etc. shuttle service from public parking venues)</p> <p>Work with CDTA/Train station to provide services and or promote services.</p>
22	Encourage/incentivize more staff to take a deeper more significant role in community engagement and local organizational involvement.	13.5	4	1	<p>Support staff to be active members of work groups/task forces in the community</p> <p>Be asked (at all levels of staffing) to participate in community wide initiatives because we have reached an audience that is aware of the services that we provide</p>
9	Explore evolving and expanding the role of the Friends group in ways that further support the library's mission beyond used book sales.	13.7	4	0	<p>Could Friends play a bigger role in ad hoc committees to help identify community interests and how volunteers could help benefit the library?</p> <p>Explore the development of a Library Foundation.</p> <p>Could community partnerships be created with the Friends that could help with funding for both the Friends and the community partners?</p>
21	Invest in the further development and support for SSPL staff.	14.4	3	1	<p>Doing more to fill the gaps on the digital divide internally with staff</p> <p>Expand workforce training (especially for seniors) / life skills? Technology -- Lifelong learning</p> <p>Staff awareness of different departments. Maybe desk time in different departments</p> <p>create a culture where we can move fast and experiment. tap into local experts</p> <p>Further support investments in staff education, related to languages, trauma informed care, etc.</p> <p>Day care for pre-school age children of library employees.</p>
14	Look at partners and other stakeholders for support and synergies as it relates to raising community awareness about library services and offerings.	15.1	2	0	<p>Work with other organizations (allies/advocates) to promote services/programs</p> <p>How can the library work with different stakeholders to amplify all of the services and initiatives within the city/school district? Other ways besides a bulletin board.</p>
28	Examine all library usage and approaches for how well they serve user access needs, stand up to scrutiny related to EDI, and provide a focus on serving user needs over staff convenience.	15.1	2	0	<p>Meeting Rooms - Allow Business Use</p> <p>Partner with local hotels to "donate" room space for community nonprofits</p> <p>Partnering with organizations to create a network of community spaces that could be used for meetings.</p> <p>Meeting Room Matchmaking</p> <p>upgrade our technology to create spaces that meet the needs of organizations to host meetings</p>
Totals across all three tiers		12.9	42	19	

3: Library as Place (All Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
23	Take a deep look at the current layout and space usage of the library. Look at how those spaces need to be adjusted/updated and evolved to meet the current and future needs of the community and library users of all types and needs. Key areas of focus might be meeting and study rooms, teens and tween spaces, and quiet vs. active spaces.	10.6	8	3	<p>Perform a building and space utilization and needs assessment (including an audit of other spaces within the community).</p> <p>Space study</p> <p>Expand Flexible/Modular spaces & shelving</p> <p>Hangout space for pre-teens/teens/youth.</p> <p>Updating YS storyroom to be more inclusive for children with special needs. Soothing colors, etc. Room has not been updated.</p> <p>Make Welcome desk/greeter permanent</p> <p>Organizing library collections to better serve community needs.</p> <p>Make displays more visible to make building more welcoming. Banners/etc. that speak to celebrations and recognitions, (such as - Pride month, Black History Month, etc.)</p> <p>Improve lighting</p> <p>Lucite/plexi for public spaces?</p> <p>We need both quiet floors and interactive rooms. A quiet 3rd floor. A future 4th floor for a variety of room functions, with first floor reserved for Literacy and Children's programs.</p> <p>Use innovative environmental practices for construction and maintenance projects like: permeable paving</p> <p>Quiet spaces in the library -- progressively quieter towards the outer perimeter of the floors. Re-arranging furniture and space, providing dividers to block noise moving from center out.</p> <p>create more mobile spaces -consider changing stacks</p>
31	Take a fresh look at the library's parking lot, include the city in discussions and also look at the bigger issues of library green space needs and possible future building expansion needs.	11	6	4	<p>Rethinking how to use the parking lot in terms of just for library patrons only. How to enforce.</p> <p>Consider making parking lot handicap accessible only since there are other parking spaces in Saratoga for those without mobility needs</p>
30	Take a deep look at the current usage and availability of outdoor space surrounding the library. Look for innovative ways to expand green space(s) and further bring the library's sustainability leadership to the exterior areas of the library and support its partners and green initiatives.	11.9	6	2	<p>Covered bike parking</p> <p>Closing off streets around library, create green spaces and pedestrian areas.</p> <p>Space assessment outside the library</p> <p>Re-purpose as much of parking lot as possible</p> <p>Automobile charging station at library.</p> <p>Cover parking with greenspace and/or solar panels</p> <p>Create a large green space attached to the library, perhaps reducing the size of the parking lot or creating an elevated area above the lot.</p> <p>Creative implementation of green spaces;</p> <p>Design competition for proposals for Sustainable design of our outdoor space</p> <p>Creative implementation of green spaces; solar garden. Greenhouse, community gardens - pick what u need.</p> <p>Use innovative environmental practices for construction and maintenance projects like: permeable paving</p>
29	Consider more radical changes to material locations and access to free up space in the building	13.9	3	1	Rethinking access to physical collection. Utilize off-site storage. Having less frequently used materials accessible off-site. Using a creative online PAC/catalog - e.g. : image of shelf and books, digitally. Easy to order; expeditious delivery.
25	Look for alternate models for the café that makes the café a more programmatic or partnership opportunity.	14	5	0	Revisit cafe - could BOCES be part of it? Other ideas for possible community businesses, Walt and Whitman, Friends, etc.?
16	Better Target Collection Development to Use & Merchandise Collections More	15.1	1	1	Weed the collection to enhance opportunities for displays and face out merchandising
24	Expand the number and options for meeting spaces within the library	15.2	1	1	Meeting room space for organizations to get together and have meaningful conversations. Having and up-to-date community engagement space for special programming; film series, e.g., foreign films.
26	Add a drive up/thru service point/window to the building.	20	0	0	Drive through book drop Maybe at the end of the ramp.
Totals across all three tiers		14	30	12	

4: Community Convener (All Initiatives)

Idea #	Affinity Grouped - Ideas for Voting	Avg Score	# of Total Votes	# of Top 5 Votes	Specific Ideas and Initiatives from the Small Group Work
18	Look for new ways to engage users and the community in programming. Seeking more input on programs and additional community participation in programming. Look at programming as more of a community collaboration instead of "classes being offered by the library".	10.4	8	4	Community Convener or local book groups/clubs to provide this information to the community -- what local book groups are happening, contact information, etc. Mentorship program; featuring prominent community leaders in conversation with youth; in partnership with Guidance Dept. of Saratoga Middle/HS. "Veteran/Businessperson of the Month." Professional models for young people in community. Hire 2 new "Kathy Handy's" since she did the work of 2 people. i.e. hire tech teachers to facilitate bridging digital divide. Saratoga Book Festival - more engaged in library programming. More things that the Book Festival could do to help with programming, reaching out to authors, publishers, etc. to support library programs. Learning different languages - opportunity to learn from native speakers. An environment where you are immersed in the language. How are we going to prepare our changing workforce? Programmatic flexibility, partnerships, supporting small business as well. (forecasting workforce/what work looks like the future and helping with information and training to meet those future needs?) Informational programs on green practices, etc.
4	SSPL to host/lead/facilitate important conversations within the community with a particular emphasis/priority on EDI related issues.	10.5	8	4	Idea Sharing Forums. Monthly community conversation breakfasts to bring together community groups to connect and brainstorm Continue to host Fairs (Pre-K, Museum, Career) that bring together organizations to provide a less structured opportunity to talk with like- Take the lead on hosting more regional events SSPL could gather together representatives from community organizations to look at the city as a whole on a regular basis to decide together and grapple with the EDI issues together. Be a catalyst for this kind of community collaboration. Continue the library's role in informing/engaging the community regarding information about local elections? Utilize willingness of local retirees, etc. to contribute to library conversations Community forum on equity, social justice -- explain need for and goals of various organizations Community forum on equity, social justice - Could the library play a role in having community conversations regarding the City's Police Reform Task Report
5	SSPL to host/lead/facilitate key affinity groups within the community.	13.4	5	0	Establish affinity groups of organizations -- who are the groups in the community by categories of mission (e.g. education groups, arts Hosting themed community breakfasts Identify individuals in possible affinity groups and set up exploratory discussions Facilitate an event to bring different groups together Amplify the voices and empower the youth of the community to engage in the civic life of Saratoga Springs (Youth Squared) Invite school PTA groups to SSPL conversations
27	Look at internal or partnership opportunities to offer maker/DIY spaces and/or tools at or thru the library.	15.1	1	1	Build/Deploy a Makerspace in our building or elsewhere with BOCES or other partners
Totals across all three tiers		12.4	22	9	