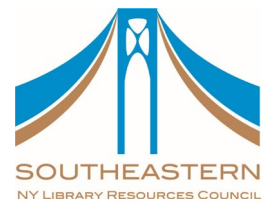




Strategic Plan, 2026-2031

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Southeastern NY Library Resource Council
21 South Elting Corners Road
Highland, NY 12528
(845) 883-9065
www.senylrc.org

Executive Summary

The 2026-2031 Strategic Plan process for the Council reflects a deepened commitment to both honoring the services members identified as most valuable and identifying emerging opportunities that prepare us to be at our best for the future.

As a whole, this plan's grounded vision balances the trusted services that members rely on with a readiness to adapt, collaborate, and lead. Southeastern's goals are to support its members, sustain excellence, and build a resilient and inclusive library community across the region.

The plan focuses on sustaining Southeastern's most valued services: resource sharing, digitization support, digital preservation, and high-quality professional development, while also introducing new, member-driven initiatives that strengthen regional leadership, equity in access, collaboration, and advocacy.

We offer this list of enduring and new focuses to be found as you review the full plan:

- Maintaining a virtual union catalog and interlibrary loan system that enhances access to shared collections.
- Supporting digitization and digital preservation infrastructure for regional libraries and heritage organizations.
- Offering high-impact training and professional development to develop skills, knowledge and growth.
- Facilitating collaborative services across library systems to extend resources and develop innovative initiatives that serve all.
- A growing emphasis on connection and community and cultivating the next generation of library workers. Initiatives such as leadership training for member libraries, regional meet-and-greets, and the creation of member-to-member networking platforms are integrated to support these efforts.
- Establishment of Digital Navigators of the Hudson Valley.
- The formation of two new ad hoc committees: interlibrary loan systems and advocacy, shows Southeastern's objective to play a more strategic convening role.

- Specific services, such as digital navigators, digital exhibits, and complex tech applications like harvesting from New York Heritage, will leverage emerging technologies and benefit from expanded marketing efforts.
- Additional efforts will focus on increased engagement and use of services through onboarding support, outreach to inactive members, and communications enhancements.

This plan integrates strategic planning goals with the goal elements required by the Division of Library Development as part of Southeastern's five-year Plan of Service.

Mission, Vision & Values

Mission Statement

Southeastern New York Library Resources Council connects the region's community of libraries and cultural heritage organizations to information, resources, support, and professional development opportunities to enhance the capacity for services, advocacy, outreach and engagement for members.

Vision Statement

In order to meet the needs of our members with excellence, we aspire to be an inclusive, member-focused organization that serves the libraries and cultural heritage communities in our region with accessible resources and services.

Values

Southeastern adopts the American Library Association's Core Values of Librarianship [Core Values of Librarianship | ALA](#) that articulates the profession's principles and highest aspirations. The Core Values outline the rights we aim to protect and the ethical guidelines that guide us. They declare a shared set of ideals and professionalism that unites and motivates library workers, volunteers, trustees, and advocates, as well as others who contribute their talents, expertise, and dedication to furthering the library mission.

- Ensure services and resources access to our community.
- Foster equity.
- Protect intellectual freedom & privacy
- Be a leader in collaboration
- Model Sustainability

Strategic Planning Process

Introduction

As part of the strategic planning process, Southeastern engaged Anthony Billoni (APEX Leader Growth) and Karina Loera (Strategik Minds) to lead and coordinate the survey, focus groups, and facilitation sessions. A comprehensive survey was conducted using SurveyMonkey from May 1 to May 30 to collect input on Southeastern's services, priorities, and future direction. A total of 178 responses were initiated, with 89 fully completed and 96 reaching at least 80% completion. In addition to the survey, the consultants facilitated two focus groups (one with staff and one with committee members) to conduct a SWOT analysis and explore current strengths, challenges, and new ideas. This was followed by an in-person facilitation session with staff to begin converting SWOT discoveries into a preliminary list of priorities and actions, and another session with the Board of Trustees focused on identifying Southeastern's key challenges and proposing potential paths forward. In parallel with the discovery process, Executive Director Tessa Killian also conducted one-on-one conversations with more than 30 members to gather additional perspectives and insights. Throughout the process, multiple planning and review meetings were held with the Strategic Planning Committee and Executive Director Tessa Killian to design, refine, and approve each phase of engagement.

Drawing on insights from the previously mentioned activities, the Executive Director and Strategic Planning Committee refined the strategic goals, and Southeastern staff developed a detailed action plan to guide the organization's next steps.

Board of Trustees, Planning Committee

- Andrew Aston
- Ellen Rubin
- Mary Jo Russell
- Becky Albitz, Board President
- Beth Zambito
- Laurie Shedrick, Chair
- Tessa Killian, Executive Director, Ex Officio

Southeastern Staff

The staff team members of Southeastern, who, together with the Board President, Planning Committee, and other trustees, as determined, will be charged with the successful execution of this plan, are as follows:

- Tessa Killian, Executive Director
- Jennifer Palmentiero, Digital Services Manager
- Zachary Spalding, Systems Manager
- Carolyn Glauda, Programs and Outreach Manager
- Moshe Siegel, Office Manager
- Liz Gurdin, Finance Manager
- Kelsey Milner, Resource Sharing and Cataloging Librarian
- Sarah Holsted, Hospital Library Services Program Manager

Goals Per Area of Focus

1. Resource Sharing

Catalog Services

Objective 1.1

Southeastern will support and maintain a virtual union catalog that reflects the holdings of regional libraries.

Outcomes

1. Members will have access to a virtual union catalog that shares information about their holdings with other regional libraries and their patrons.
2. Members will have access to training resources to help them use the virtual union catalog effectively.

Objective 1.2

Southeastern will support and maintain online integrated library systems, using Koha or an alternative integrated library system, that enable individual libraries to manage their holdings.

Outcomes

1. Participating members will have access to an integrated library system, currently an instance of Koha, which will allow them to catalog their materials and share their collection holdings with patrons.
2. Members will have access to training resources to help them use the integrated library system effectively.

Objective 1.3

Southeastern will support and maintain access to archival finding aids using formatted encoded archival descriptions (EAD).

Outcomes

1. Members will have an online platform to create and/or share their archival holdings.
2. Members will be provided with training to use the system effectively.

Interlibrary Loan and Delivery

Objective 1.4

Southeastern will maintain and support a regional interlibrary loan system, **SouthEastern Access to Libraries (SEAL)**, for all types of libraries and will facilitate access to materials from outside the region for members and member systems (For example, OCLC, DOCLINE).

Outcomes

1. Member libraries will have access to an interlibrary loan system that allows them to borrow materials from regional libraries and the New York State Library.
2. Member libraries will have access to interlibrary loan materials from outside the region through Southeastern's participation in DOCLINE and OCLC WorldShare.
3. Members will have the knowledge and tools to utilize both SEAL and Southeastern's interlibrary loan referral services effectively.

Objective 1.5

Explore new methods and platforms for members to share resources.

Outcomes

1. Increased opportunities for resource sharing integration for member libraries.

Objective 1.6

Southeastern will provide library workers with information and support to promote and use the Medical Information Services Program (MISP).

Outcomes

1. Library workers have information to promote the Medical Information Services Program and published medical information.
2. Library workers acquire the knowledge, skills, or abilities to use the Medical Information Services Program.
3. Southeastern distributes Medical Information Services Program funds to qualifying member libraries that use medical library lending platforms (e.g., EFTS, DOCLINE).

Delivery

Objective 1.7

Southeastern will facilitate and regularly educate members about the physical delivery service options that connect libraries across the region and the state.

Outcomes

1. Members will be aware of the delivery options available to them and will be able to share physical resources with libraries in the region and throughout the state.

Shared Electronic Collections

Objective 1.8

Southeastern will support and maintain systems that provide online access to and long-term storage for our members' digital collections.

Outcomes

1. Member libraries and cultural heritage organizations will have online platforms to share their digital collections.
2. Member libraries and cultural heritage organizations will have a long-term storage solution to help safeguard those collections for the future.

Coordinated Collection Development

Objective 1.9

Southeastern will facilitate access for eligible academic libraries to Coordinated Collection Development Aid and manage a regional plan for coordinated collection development.

Outcomes

1. Participating academic libraries will formulate a regional CCDA plan and have resources to build collections in designated subject areas, as well as shared knowledge of regional collections.

2. Client Groups: Hospital Library Services

Objective 2.1

For eligible hospital libraries, Southeastern will: a) facilitate access to medical electronic resources; b) provide contract library services; and c) support professional development opportunities.

Outcomes

1. Participating hospital libraries have access to resources and services that inform strategic decision-making and risk mitigation initiatives and that deliver current, evidence-based information services to healthcare staff and hospital administration.
2. Participating hospital librarians have access to resources and services that support advocacy, education, and outreach initiatives, and opportunities for professional growth.

3. Professional Development and Training

Objective 3.1

Southeastern will provide professional development, networking, and training for library workers to develop their professional skills and knowledge.

Outcomes

1. Members will have access to a coordinated program of professional development, training, and networking events.
2. Southeastern will engage members and affiliate members through courses and meetings that allow them to share their professional expertise.
3. Library workers have access to new and relevant PD/CE, enabling them to excel in their work, as measured by Southeastern-collected program data.

4. Consulting Services

Objective 4.1

Southeastern will offer consultation and development services to advance the council's initiatives. In addition, the council will supply resources and support in areas beyond Southeastern's scope.

Outcomes

1. Southeastern staff provide members with assistance and training for current services, including library catalog support, resource sharing, management guidance, and digitization initiatives.
2. Members become skilled at using the services and understanding which services apply to them.

Objective 4.2

Maintain a Digital Navigator program.

Outcomes

1. Meet the region's digital equity needs by training and supporting an active cohort of Digital Navigators.

5. Coordinated Services for Members

Digitization Services

Objective 5.1

Southeastern will provide a digitization service to libraries and cultural heritage organizations, supporting their efforts to digitize and safeguard historical materials.

Outcomes

1. Members will have access to a coordinated service that includes digitization equipment loans, project support, and training in foundational skills to select, digitize, describe, and safeguard historical materials.
1. Number of contacts (phone, email).

6. Communication and Awareness

Objective 6.1

Maintain meaningful member engagement with Southeastern's services.

Outcomes

1. Members will have a greater understanding of the scope and variety of services offered by Southeastern.
2. Increased use of services and greater added value from membership.

Objective 6.2.

Southeastern staff and regional library workers are effective advocates in communicating with stakeholders, informing them of opportunities to increase awareness of the value and benefits of libraries and library services, both internal and external.

Outcomes

1. Council staff and library workers will have opportunities to be effective library advocates.

2. Council staff and library workers are prepared to be effective library advocates.
3. Council staff and library workers are effective library advocates, as demonstrated by securing resources at appropriate levels.

7. Collaborative Efforts With Other Library Systems and Organizations

Objective 7.1

Southeastern will partner with other library systems to develop and deliver shared services for member libraries.

Outcomes

1. Members have access to expanded services and new opportunities through collaborations that share resources and costs, ultimately benefiting the communities they serve.
2. A more interconnected professional community in which libraries support one another and cultivate the next generation of library workers.

Objective 7.2

Southeastern will lead statewide initiatives that expand access to shared services and professional development opportunities for member libraries and cultural heritage organizations.

Outcomes

Through partnerships and collaborations, statewide libraries and cultural heritage organizations will have opportunities for new and expanded services that Southeastern manages.

8. Fiscal Sustainability

Objective 8.1

Increase revenue for Southeastern from external sources and through responsible stewardship of existing assets to improve the fiscal sustainability of the council.

Outcomes

1. Council will achieve a balanced budget, reflected in the Income Statement.

2. Council will invest in our council fund balance categories (Capital, cash flow, etc.), demonstrating good fiscal stewardship.

Objective 8.2

Increase revenue for Southeastern through entrepreneurial methods, relying on staff expertise.

Outcomes

1. Southeastern will generate new income by identifying members' needs and their willingness to pay for staff expertise in those new areas.