

# CCLD Libraries Strategic Plan 2020-2022

**Mission:** It is the mission of the Chemung County Library District to provide exceptional public library services and programs to residents of our community – fulfilling their individual needs for educational, recreational, and cultural information – through contemporary, well-maintained library collections and facilities located throughout Chemung County.

**Vision:** The Chemung County Library District will be a vital community gathering place with services to support residents of all ages, educationally, culturally, and recreationally. We will facilitate lifelong learning by providing materials in a variety of formats, and continuing education opportunities. We will empower staff to provide exemplary service in an efficient manner in a safe environment.

**Measuring Outcomes:** The district is constantly adapting to meet the changing needs of its patrons. Big long-term changes are best met regularly in manageable steps with an active community presence to help it along. The district board, director and staff will revisit the strategic plan goals on a regular basis to chart growth and successes and to ensure that goals are prioritized and acted upon. Some tools that will be used to measure successes, based on patron feedback are: short Facebook polls, mindful questions at outreach events, and patron surveys after library programs.

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## **Planning Process**

### ***Committee Members:***

Jennie Lewis, Librarian (Steele Memorial Library; Adult Services; Virtual Services)  
Maggie Young, Librarian (Steele Memorial Library; Adult Services; Genealogy & Local History)  
Doris Jean Metzger, Librarian (Steele Memorial Library; Teen Services)  
Amanda Farley, Librarian (Steele Memorial Library; Youth Services)  
Michelle Barrett, Principal Clerk (West Elmira Library; District Marketing)  
Amanda Zell, Clerk (Steele Memorial Library; Circulation)  
Emma Howard, Clerk (Steele Memorial Library; Circulations; Adult Services)  
Bryan Boynton, Micro Computer Specialist (IT Department)

### **Gathering Input and Data from Stakeholders**

#### **First Steps:**

The committee first met in September of 2017 and conducted a SOAR (Strengths, Opportunities, Aspirations, and Results) Assessment of the organization in order to generate some initial goals from the perspective of the staff. The committee then developed a survey to gather feedback from Chemung County residents with regard to current and future services. The committee also created a brief survey that was posted to the Facebook Library Think Tank - #ALATT Group in order to get feedback from other libraries about growing trends and unique services. Several focus groups were also held (see below). Once all the data was in, committee members reviewed it and, looking at people's shared concerns, each member brought a list of five concerns they saw from the data. The committee then formed these into the plan below, reflecting patron, staff, and board feedback related to District library services.

#### **Patron Survey**

Beginning in the fall of 2017, patrons were invited to participate in a user survey. A digital copy of the survey was available on the district's website and social media, and paper copies were available in the branches at the circulation and reference desks. In addition, surveys were given to various community groups such as The Office of the Aging, Book Fest at Diven School, Pathways to Employment, and AARP. The committee received 521 responses.

#### **Board Survey**

In September of 2018, Director Ron Shaw reached out to the Board members for feedback regarding the libraries. By October we had 10 replies.

#### **Horseheads Focus Group**

In May 2018, Owen Frank hosted a focus group of patrons at the Horseheads Free Library.

#### **Staff Focus Group**



- ❖ **Activities:** Communicate and Cooperate with Staff to work together on how to implement these plans in a cost effective way. Work with Director and Board to research funding opportunities
- ❖ **Activities:** Enhance inviting indoor spaces at all branches with comfortable furniture and coffee or a cafe
  - Investigate options for implementing aspects of the Kimberly Bolan and Associates space design for Steele
  - Create more “book store” style displays to increase browsability, ex: create non-Dewey travel, sports and cookbooks using BISAC
  - Design new signage and wayfaring markers to improve browsing & circulation
  - Investigate adding quiet spaces in-library/designate one space as “Quiet Study Only”
  - Improve lighting in district libraries
  - Explore coffee service in the library (develop in stages, beginning with Free Coffee Fridays at Steele and other options in branches as they wish)
- ❖ **Activities: Beautification of exterior spaces at all branches**
- ❖ **Activities: Makerspace Expansion**
  - Look into ways to improve the Tinker Lab space at Steele
    - Build ventilation for engraver
    - Improve lighting & branding inside Lab (Paint walls & Color-coordinate countertops).
    - Consider adding a door between Tech Lab and Tinker Lab as well as windows or glass wall between the labs. This will allow the Tech Lab to be supervised by Tinker Lab staff and increase patron access to it.
    - Reorient magazine rack to make Lab more visible
    - Investigate moveable panels to create a semi-enclosed work area near the Tinker Lab doors.
  - Explore possibility of pilot makerspace program at branches
- ❖ **Activities: Work with local police and other to ensure that libraries and surrounding areas are safe and welcoming.**
- ❖ **Activities: Update and add security cameras/panic buttons at libraries (indoors and outdoors**
- ❖ **Activities: Continue “going green” initiative**
  - Research and apply for grants to improve energy efficiency at our libraries (solar panels and other alternative energy options)
  - Upgrade the indoor lighting for energy efficiency
- ❖ **Measures:**

- # of user increase
- % of user increase
- # of patrons commenting favorably on changes and improvements
- # of instances additional security cameras aid in solving/preventing crime
- Conduct a survey of patrons regarding thoughts on facilities improvements
- Cost-savings as related to energy-efficient lighting

Responsibility: Director, Library Managers, Ad-Hoc Committee Members, Buildings and Grounds Committee

## 2. Increase Community Engagement (PR, Marketing, Outreach)

**Goal:** Engage and inspire the Citizens of Chemung County and aid them in benefitting culturally and economically from increased understanding and awareness of our services.

**Objective:** The Library will be a regular and consistent presence in the community. The library will reach out to educate, inform, inspire and ultimately to increase patron engagement with library resources.

- ❖ **Activities: Enable district-wide outreach coordination and create official PR plan**
  - Hire professional PR/Marketing person or designate official PR/Marketing person on CCLD staff and create a District Marketing Plan
  - Develop written job description and hours for new position
  - Request funding for the position
  - Advertise and hire for the new position
  - Grant PR/Marketing person authority over district-wide PR/marketing efforts
  - PR/Marketing person will coordinate with branch supervisors and department heads
  - Include Makerspace in all PR/marketing for library
  - Develop a new marketing/PR plan
    - Make a bigger push for district-wide initiatives at the branches by developing new templates for signs, letterhead, etc., that focus on cohesive brand across branches
  
- ❖ **Activities: Spread awareness of services (particularly digital) via community outreach**
  - Increase involvement in Chemung Chamber of Commerce activities
  - Develop programs/classes out in the community via the Bookmobile and/or community partner locations
  - Offer teen outreach in all areas of county (involve branches)
  - Identify key outreach events that draw attendees from across the county and make it a priority to have a CCLD presence at these events
  
- ❖ **Activities: Collections & Services (Educating and Serving the Community)**

- Recruit volunteers to offer homework help, tutoring, and GED programs
  - Consider subscriptions to databases such as BrainFuse HelpNow
  - Publicize test preparation tools that are available via library subscription services
- Maintain current information about continuing education in the community at the library, bring in groups for these classes
  - Make the public aware of continuing education opportunities via the library's subscription services
- Develop resources to offer regular and consistent readers advisory
  - Create handouts and finding aids
  - Offer staff recommendation displays
  - Conduct readers advisory via social media
- Expand offerings of technology literacy classes
- Use existing digital display monitors to promote new materials
- Develop instructional videos for Starcat and other core library tools on YouTube and in FAQ on CCLD website
  - Coordinate with Southern Tier Library System for shared services
- Expand non-traditional item circulation (library of things)
- Adjust policies to include longer loan periods on multi-disc DVD sets (or add a renewal option)
- If security concerns are addressed consider expanding Wi-Fi offerings to include hours that the library is closed (nights and weekends) so patrons without internet access at home can connect from the library parking lots

❖ **Activities:** Seek opportunities to build programming opportunities with local organizations, businesses, mobile STEM labs, and schools.

❖ **Measures:**

- # of outreach visits to organizations and events
- # of contacts that result in shared value to each organization
- % increase in new borrowers as a result of community outreach
- % increase in attendance at library programs
- % increase in awareness of library services as measured by survey
- # of press releases generated published by local media
- # of uses of digital services/hits to websites

Responsibility: Director, Public Relations Manager (TBD), Outreach Manager, Library Managers, Ad-Hoc Committee Members.

### 3. Improve Library Users' Experience (Customer First: adapt policies and attitudes to better serve patrons)

**Goal:** Ensure all District libraries are inclusive and user friendly, providing our patrons with the information they need quickly and without barriers

**Objective:** The Library District will explore streamlining systems of operation to be more patron-centered

- ❖ **Activities:** Investigate options for removing barriers to access
  - Remove photo ID requirement for PC use
  - Develop an option for online library card applications (cards can be mailed to patrons after we receive a copy of their ID)
  - Reassess policies with customer service in mind (policies should not be based on "the exception to the rule")
  - Offer a program to work off fines by volunteering
- ❖ **Activities:** Investigate options for mobile printing and consider adding a credit card or cash option for copies (reduce reliance on copy cards)
- ❖ **Activities:** Investigate options for accepting credit card payments for fines in person
- ❖ **Activities:** Compare and price self-checkout stations and mobile (smartphone) checkout options (Kimberly Bolan and Associates plan has self-checkout stations & locations)
- ❖ **Activities:** Set up Express computers at Steele to provide computer access for patrons who only need short-term access to computers- email, plane tickets, etc.
- ❖ **Activities:** To continue to make customer-friendly, useful improvements to the District's website
  - Keep website responsive to changes in mobile technology
  - Continually add new content, focusing on ease of navigation
  - Embed more video on website
- ❖ **Measures:**
  - # of patrons who use the Express computers
  - # of patrons who use credit cards for payment
  - # of patrons who apply online for a library card
  - Patron survey regarding these changes
  - # of visits to website

Responsibility: Director, Administrative Assistant, Librarians, Library Managers, Ad-Hoc Committee Members

## 4. Emphasize Staff Training & Development to Improve Customer Service

**Goals:** Provide staff with access to high-quality work tools and continuing education so that they may more effectively serve the public, complete their work and improve organization and communication

**Objectives:** The District will investigate updating its communication modules and be consistent and methodical with staff training. The District will improve its internal marketing to increase staff knowledge of the library, increase productivity and increase buy-in and contribution to the health of the library

- ❖ **Activities:** Increase staff development budget
- ❖ **Activities:** Investigate alternative email provider in order to increase staff efficiency and create smoother lines of communication between staff and community members
- ❖ **Activities:** Hold annual workplace violence/security training, fire drill, and safety training
- ❖ **Activities:** Offer board member training in areas such as budgeting, public relations, marketing, etc.
- ❖ **Activities:** Require customer service/empathy training for staff
- ❖ **Activities:** Give all staff the opportunity to recommend displays and participate in creating readers advisory lists
- ❖ **Activities:** Solicit regular staff feedback and hold idea sessions (will boost staff morale/involvement and also get new perspectives and ideas)
- ❖ **Activities:** Prioritize regular continuing education training for all staff
- ❖ **Measures:**
  - # of job related courses, webinars, etc., taken by employees
  - # of F/PT employees
  - % increase in employee job satisfaction as measured by annual survey
  - % increase in career pathway possibilities subject to budget constraints

Responsibility: Director, Outreach Manager, Library Managers, Ad-Hoc Committee Members



## 5. Increase Offerings of Diverse Programs and Focus on Recruiting Staff from Diverse Backgrounds

**Goals:** Create a District which reflects, embraces, and promotes the diversity of county residents

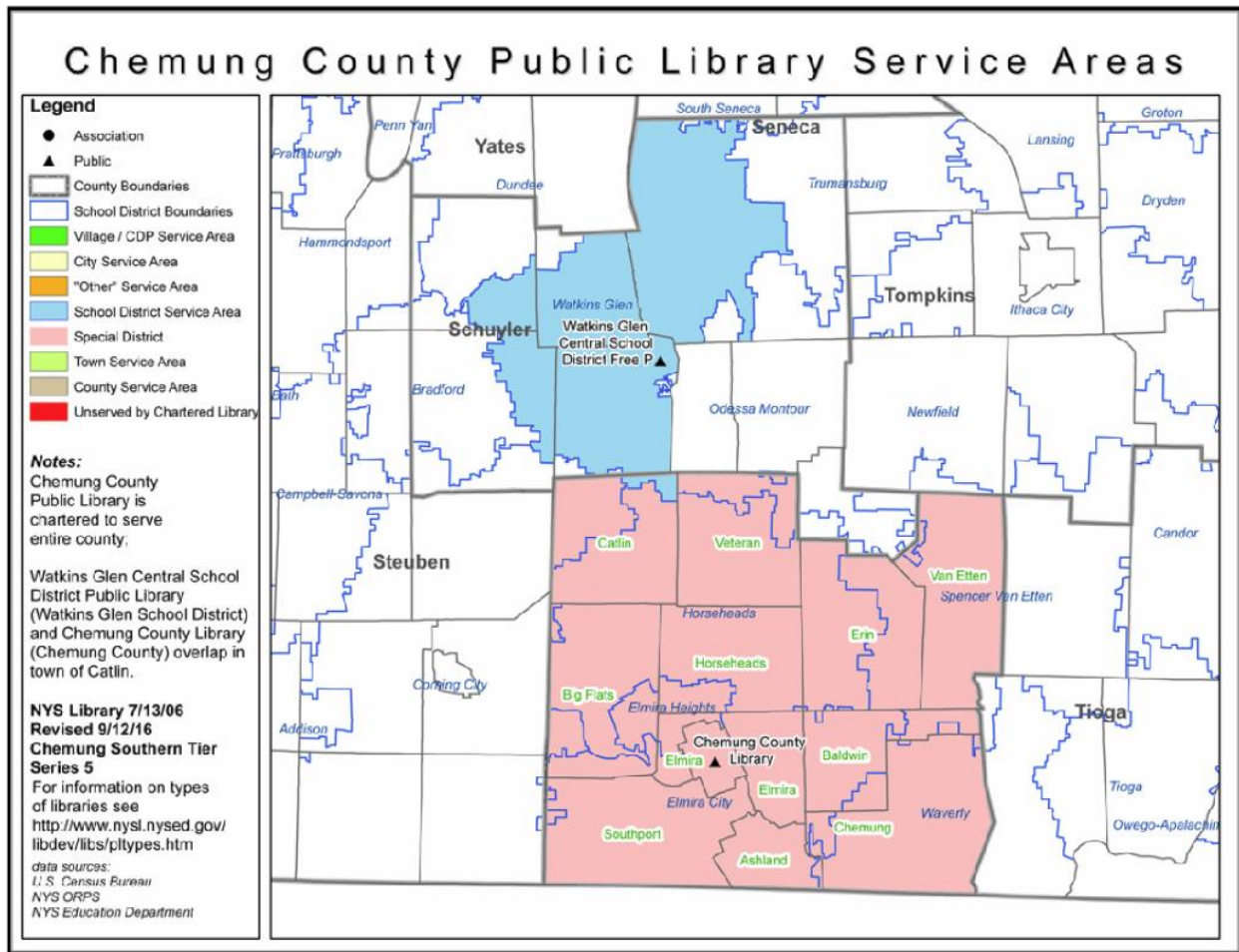
**Objectives:** The District will seek out diverse materials, create and promote diverse programs, and work to recruit volunteers and staff who better reflect the existing diversity within our community

- ❖ **Activities:** The Board and Director will make an effort to advertise job openings in locations that will increase the number of applicants from diverse backgrounds
- ❖ **Activities:** Staff will be encouraged to offer inclusive programs to the public that feature a variety of cultures and backgrounds
- ❖ **Activities:** Staff will be encouraged to create book displays featuring diverse viewpoints and featuring authors with diverse cultural backgrounds
- ❖ **Activities:** Library exhibit space is available for community groups to utilize. An emphasis will be placed on advertising this space to a variety of community and cultural groups in order to increase the diversity of displays
- ❖ **Measures:**
  - # of staff & volunteers from underrepresented groups
  - % of staff & volunteers from underrepresented groups
  - # of programs for underrepresented groups
  - # of attendees at these programs
  - # of outreach visits to organizations and events
  - # of contacts that result in shared value to each organization
  - % increase in new borrowers as a result of community outreach

## Appendix A

### Our Community Makeup

Chemung County Library District's service population is Chemung County, NY. According to the U.S. Census Bureau, Chemung County, NY has approximately 85,557 residents; the median household income from 2013-2017 was \$51,251. The percentage of households that reported not having a broadband internet subscription (2013-2017) was approximately 25% according to the Census data. An estimated 15.3% of personas are in poverty.<sup>1</sup> (2013-2017). Moody's Analytics' recession tracker reports that Elmira, NY is one of 2 metro areas nationwide that have not recovered from the 2007 recession.<sup>2</sup>



<sup>1</sup> US Census Bureau. "Quick facts: Chemung County NY." *United States Census Bureau*, US Dept. of Commerce, <https://www.census.gov/quickfacts/fact/dashboard/chemungcountynyork/BZA010216>.

<sup>2</sup> Davidson, Paul. "Just two cities are in recession. Who's unhappy? Elmira, New York and Danville, Illinois." 25 Feb 2019 *USA Today*. Web. Accessed 28 Feb 2019.

# Appendix B

## Steele Memorial Library Space Needs Summary

The following summary was completed by Kim Bolan and Associates in January 2018. The assessment was done in order to gather information for future renovation and construction projects at Steele Memorial Library.



Steele Memorial Library - Space Needs Summary

## COMMUNITY & LIBRARY ANALYSIS

### Demographics

The Steele Memorial Library is in the City of Elmira (NY) located in Chemung County (NY). The Steele Memorial Library is currently headquarters of the Chemung County Library District and serves the residents of Elmira as well supports neighborhood libraries in Big Flats, Elmira, Horseheads, Van Etten, West Elmira, and the bookmobile, considered a mobile neighborhood library.

Additional demographic information includes:

<i>FULL COUNTY POPULATION IN 2010:</i>	<b>88,830</b>
<i>FULL COUNTY POPULATION IN 2000:</i>	<b>91,070</b>
<i>POPULATION CHANGE SINCE 2000:</i>	<b>2.5%</b>
<i>FEMALES:</i>	<b>50.25%</b>
<i>MALES:</i>	<b>49.75%</b>
<i>APPROXIMATE SERVICE AREA POPULATION IN 2010:</i>	<b>54,870</b>
<i>APPROXIMATE SERVICE AREA POPULATION IN 2000:</i>	<b>57,522</b>
<i>POPULATION CHANGE SINCE 2000:</i>	<b>-4.6%</b>
<i>FEMALES:</i>	<b>49.3%</b>
<i>MALES:</i>	<b>50.7%</b>
<i>ESTIMATED MEDIAN HOUSEHOLD INCOME IN 2015:</i>	<b>\$49,578</b>
<i>ESTIMATED MEDIAN HOUSEHOLD INCOME IN NYS:</i>	<b>\$60,925</b>
<i>PERCENT OF POPULATION BELOW THE POVERTY LINE:</i>	<b>15.9%</b>
<i>ETHNIC/NON-CAUCASIAN POPULATION:</i>	<b>12.8%</b>

## Psychographic Segmentation

Psychographic segmentation (MosaicZ4) categorizes the adult residents of a community based upon personality traits, values, attitudes, interests and lifestyles. Segmentation provides a broader understanding of a community beyond the facts and figures of standard census data. Steele's service district breaks down in the following way:

Group Name	Group Description	% of Service Population
Settled and Sensible	Older, middle-class and empty-nesting couples and singles in city neighborhoods	43%
Diapers and Debit	Young, working-class families and single parent	9%

Prepared by Kimberly Bolan and Associates, LLC

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### Steele Memorial Library - Space Needs Summary

Cards	households living in small established, city residences	
Dare to Dream	Young singles, couples and single parents with lower incomes starting out in city apartments	8%
Homemade Happiness	Lower middle-class baby boomer households living in remote town and country homes	6%
Small Town Shallow Pockets	Older, down-scale singles and empty-nesters living in modest ex-urban small towns	5%
Town Elders	Stable, minimalist seniors living in older residences and leading sedentary lifestyle	4%
Aging in Place	Middle-class seniors living solid, suburban lifestyles	3%
Red White and Bluegrass	Lower middle-income rural families with diverse adult and children household dynamic	3%

## Services & Collections

- Library visits in Steele over the past six years have decreased from 324,850 (2010) to 281,230 (2016)
- Total circulation of library materials has increased from 567,763 (2010) to 595,837 (2015)
- Circulation of children's books has increased from 137,654 (2010) to 142,619 (2015)
- Circulation of adult books has decreased from 187,014 (2010) to 135,825 (2015)
- Total program attendance has climbed from 34,194 (2010) to 59,059 (2016)
- Adult program attendance has risen from 10,483 (2010) to 28,599 (2016)
- Children's program attendance has increased from 20,967 (2010) to 27,780 (2016)
- Teen program attendance has significantly increased from 245 (2010) to 2,680 (2016)
- PC/Internet use has dramatically increased from 57,886 (2005) to 440,997 (2016)



Steele Memorial Library - Space Needs Summary

Steele Memorial Library Data Elements	2010	2015	2016
Total Circulation	567,763	595,837	NA
Visits	324,850	290,489	281,230
Visits Per Week	6,247.12	5,586.33	5,408.27
Annual # of users (in-library only) of Electronic Resources	57,886	75,352	NA
PC / Internet Use	57,886	NA	440,977
Total # of Program Sessions	2,259	2,148	2,560
Total Program Attendance	34,194	48,152	59,059
Library Program Attendance Per Capita	0.38	0.54	NA
Library Program Attendance Per Program	15.14	22.42	23.7
Population Per Library Program	40.31	41.35	NA
# of Adult Program Sessions	1,405	1,045	1,313
# of Children's Program Sessions	826	976	1130
# of Young Adult Program Sessions	26	127	117
Adult Program Attendance	10,483	23,934	28,599
Adult Program Attendance Per Program	7.46	22.9	21.78
Children's Program Attendance	20,967	23,014	27,780



Steele Memorial Library - Space Needs Summary

Children's Program Attendance Per Program	25.38	23.58	24.58
Young Adult Program Attendance	245	1,204	2,680
Young Adult Program Attendance Per Program	9.42	9.48	22.9
Total Children's Circulation	238,930	178,892	NA
Total Circulation of Adult Books	187,014	135,825	NA
Total Circulation of Children's Books	137,654	142,619	NA

A *Collection Analysis* was also completed as a part of this project. The results show the library's new fiction and non-fiction as well as the audiovisual collections (e.g., DVDs, audiobooks, etc.) have a dramatically higher circulation than all other collections in the library. General fiction and nonfiction collections for both adult and children require a deeper review as these collections have extremely low turnover rates across the board. These rates are much lower than the national average. Adult fiction and nonfiction have a very low turnover at .76 and .31 respectively and should receive extra attention in terms of evaluating the appropriate size of the collections as well as new policies for collection development and maintenance related to size, quality, and topical coverage. Although slightly higher than most of the adult collection turnovers, children's picture books, fiction and nonfiction also came in far under a typical children's collection turnover rate at 1.67, 1.74, 1.03 respectively. Again, special attention should be given to the size and content of these collections. Weeding and moving to flip through picture book shelving and increased face out display for fiction and nonfiction will help increase circulation.