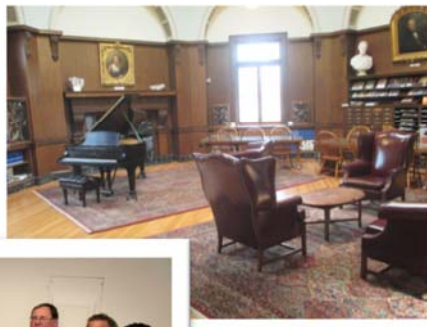


# Chautauqua-Cattaraugus Library System Strategic Plan 2017-2021



## STRATEGIC PLANNING COMMITTEE:

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## CHAUTAUQUA-CATTARAUGUS LIBRARY SYSTEM

### CONTEXT

#### MISSION

The mission of the Chautauqua-Cattaraugus Library System is to foster, strengthen, and improve public library services within its two-county service area.

#### PROFILE

The Chautauqua-Cattaraugus Library System is a cooperative Public Library System serving 36 member libraries at 38 locations in a two-county area of 2,415 square miles. It is a rural area with most of its 211,972 people live in small communities. The member libraries serve populations ranging from 364 up to 31,146 but the majority serve populations of less than 4,000. All chartered public libraries in the System's service area are members of the System.

The System receives major operating funds from the state and supplemental funds from the two counties.

The System aids member libraries in many ways. There are at least seven broad categories:

- 1.) Training and Development
- 2.) Broadband and IT support
- 3.) Advisory services
- 4.) Marketing
- 5.) Grants
- 6.) Delivery
- 7.) Automation

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#### PROCESS

The Strategic Planning Committee developed and distributed a member library survey and a patron survey. System Director Eli Guinee conducted focus groups in coordination with the Directors of the Nioga Library System and Buffalo Erie County Public Library System and the Western New York Library Resources Council. System consultants gave presentation to the Strategic Planning Committee regarding future needs and vision. The Strategic Planning Committee identified priorities that emerged from the surveys, focus groups, and presentations. A draft of plan goals and objectives was distributed to System Consultants for further input. A revised draft was reviewed and discussed at a Member Library Directors' Meeting, with identified objectives categorized and prioritized as presented below.

## FORMAT

### OBJECTIVES ARE ARRANGED AS FOLLOWS:

- **Emerging Priorities:** These will be increasingly a focus of System activities in the coming years
- **Perennially Strong Priorities:** These are core system functions worthy of strong resource allocation and frequent reevaluation
- **Foundational Priorities:** These are goals that deserve inclusion, but do not require new focus

### OBJECTIVES ARE FURTHER COLOR-CODED IN THREE PRIMARY CATEGORIES:

- **Strategy and Sustainability—Planning and Resiliency**
- **Technical Support—Broadband, IT support, ILS, Delivery**
- **Training and Consultation—Professional Development, Program and Services Support**

## SUMMARY

Growing priorities for 2017 to 2021 include library sustainability, services to the underserved, marketing efforts, IT support, communication between members, and collaboration outside of the system. Priorities that have been strong and continue to be strong include youth services and early literacy, improvement through RFP of ILS services, development and training services to members, and support for construction projects and grants. Collaborative collection development, delivery service, ILL, Adult Literacy, Correctional Facility services, and digitization support were identified as moderate priorities.

## EMERGING PRIORITIES

### **Goal: Member Library Sustainability**

CCLS will provide education, training, and hands-on assistance to promote member library sustainability efforts, focused on financial security, environmental stewardship, and social equity.

**Intended Result:** Libraries will have improved financial stability, will implement environmentally sustainable practices, and will promote social equity in their communities.

**Possible Action:** System Consultants collaborate to support member library strategic planning and funding referendums; participation in NYLA Sustainability Initiative programs; support environmentally sustainable construction projects.

**Deadline:** December 31, 2019

### **Goal: Coordinated Outreach**

Improve access for underserved populations to library programs, services, and materials by developing best practices and benchmarks; continue deposit collection program; increases services to the aging.

**Intended Result:** Every library will be a valuable resource for the Outreach target populations; deposit collections will take advantage of resource sharing and delivery systems to increase access to materials; all libraries will be a resource for programs, services, and systems for the aging.

**Possible Action:** Partner with nonprofits serving the aging, develop benchmarking tools, develop a comprehensive up-to-date Outreach website for member library reference.

**Deadline:** December 31, 2018

### Goal: Digital Collections Access

Digital collections will meet the demand from patrons, and will provide user-friendly access; Member Libraries will understand the value of contributing to central digital collections.

**Intended Result:** Every year, CCLS will survey patrons and member librarians to determine digital collection demand and evaluate ways to develop the collection, improve training, and improve access. Databases will be evaluated for suitability and feasibility.

**Possible Action:** Provide regular eMaterials circ reports to members; regularly communicate gaps between patron demand and eMaterials supply; regularly evaluate eMaterials platform options; provide on-demand training to members.

**Deadline:** Every year, ongoing

### Goal: Awareness and Advocacy

CCLS and Member Libraries will advocate effectively for library support, statewide, regionally, and locally.

**Intended Result:** Libraries will gain increased support from the community and funders through effective advocacy and marketing efforts; patrons will be aware of system and library services through effective marketing campaigns.

**Possible Action:** Letter writing campaigns, attend advocacy events with legislators.

**Deadline:** Every year, ongoing

### Goal: Consultation and Development Services

Provide quality consulting services for all areas of library management and operations; increase IT consulting services including increased website support for improved usability and standardization, and centralized affordable broadband options; provide increased support for member library strategic planning processes.

**Intended Result:** All libraries will use CCLS staff for consultancy services, including Human Resources, legal issues, financial controls, cataloging, IT services, youth services, and digital services.

**Possible Action:** Increase IT department staff FTEs; implement a shared website template; provide collaborative broadband and standardized network hardware; provide comprehensive strategic planning services.

**Deadline:** Every year, ongoing

### Goal: Communications among Member Libraries and/or Branches

Provide forums for effective communication among Member Libraries; develop mentoring programs; promote skill sharing collaborations.

**Intended Result:** Member Libraries will receive frequent news from other libraries, will have opportunities to meet face-to-face with other member librarians, will have an easy way to ask questions by email, and will have opportunities to share skills with peers at other libraries; new member library directors/managers will have opportunities for formal mentoring.

**Possible Action:** Develop a mentoring program and a knowledge resource system for skill sharing.

**Deadline:** December 31, 2021

### Goal: Collaborative Efforts with Other Library Systems

Collaborate with other Western New York Library Systems to provide comprehensive training and development opportunities to member libraries.

**Intended Result:** Libraries will have access to high quality professional development training opportunities covering library and management skills developed cooperatively between library systems; system consultants will share skills with other systems and will communicate regularly with peers at other systems.

**Possible Action:** Exchange workshops with other systems; consultants will meet regularly with counterparts in other systems; coordinate professional development opportunities with other systems.

**Deadline:** Every year, ongoing

## PERENNIALY STRONG PRIORITIES

### Goal: Early Literacy

CCLS will provide consultancy services and training to strengthen member library early literacy support.

**Intended Result:** All member libraries will provide early literacy programming for their community and will be a resource for parents to develop early literacy skills in their young children.

**Possible Action:** Ready to Read programming; develop family programming like 1000 Books Before Kindergarten.

**Deadline:** Every year, ongoing

### Goal: Youth Services (Youth to 18 y.o.)

CCLS will provide youth services support to strengthen member library materials and programming for children of all ages, and promote partnerships with schools.

**Intended Result:** Member libraries will receive support to provide excellent youth programs and materials on a frequent and regular basis; members will have access to shared youth collections such as science activity kits and storytime packets; members will have access to development tools and consultancy services to improve youth services.

**Possible Action:** Support Member Library collaboration with schools to meet student needs after school hours; create STEAM and Maker activity kits for checkout by members; coordinate summer reading information, printing, and workshops; develop centralized programs for youth, like teen writing competitions.

**Deadline:** Every year, ongoing

### Goal: Integrated Library System

Provide member libraries with a cost effective Integrated Library System with customer friendly discoverability tools, and user-friendly cataloging, circulation and reporting functions.

**Intended Result:** Each year patrons will have a user-friendly interface to discover digital and physical items; member librarians will have a user-friendly ILS for cataloging, circulation, and reporting/collection analysis; authority control will be improved.

**Possible Action:** Release a comprehensive RFP for ILS services and evaluate proposals.

**Deadline:** Every year, ongoing

### Goal: Professional Development and Training

CCLS will provide member library staff and trustees with professional development opportunities in multiple formats to meet identified needs.

**Intended Result:** Yearly, CCLS will survey members for training needs; Member Library staff and trustees will have access to relevant training opportunities on fundamentals of library operations and trends; on-demand director and trustee orientation will be provided as needed.

**Possible Action:** Hold semi-annual new trustee orientation; provide training to all new directors.

**Deadline:** Every year, ongoing

### Goal: Construction

Support the development and funding of library construction projects; encourage sustainable and ADA-compliant building projects; support improved broadband access and infrastructure.

**Intended Result:** Member libraries will maximize use of public library construction funds; members will have support for ADA compliance, sustainability, and broadband access.

**Possible Action:** Provide information and workshops on construction grants; continually improve member library broadband and networks through collaborative purchasing and standardization.

**Deadline:** Every year, ongoing

## FOUNDATIONAL PRIORITIES

### Goal: Cooperative Collection Development

Continue to provide quality Collection Development tools and services, and explore ways to make collection development more efficient and effective.

**Intended Result:** Libraries will have access to, and training on, high quality collection development tools.

**Possible Action:** Coordinate collection development for system-wide subject coverage; evaluate collection development tools.

**Deadline:** Every year, ongoing

### Goal: Delivery

Provide effective delivery service between Member Libraries to enable efficient sharing of resources.

**Intended Result:** A minimum twice-weekly delivery service will transfer materials between libraries.

**Possible Action:** Regularly evaluate delivery service to meet member library needs and patron demand.

**Deadline:** Every year, ongoing

### Goal: Interlibrary Loan

CCLS will fill interlibrary loan requests in and out of system.

**Intended Result:** Patrons can request materials be transferred to them from another CCLS library; if not available within the System, patrons can request items out-of-system.

**Possible Action:** Regularly assess ILL policies and procedures to meet patron demand.

**Deadline:** Every year, ongoing

### Goal: Adult Literacy

CCLS will coordinate support for adult literacy opportunities both directly and through member library support.

**Intended Result:** Adults with literacy needs, including digital literacy needs, can get help through their local library.

**Possible Action:** Provide digital literacy workshops; offer grants for member library adult literacy projects.

**Deadline:** Every year

### Goal: Correctional Facilities

CCLS will continue to provide one prison and two jails with library services.

**Intended Result:** Inmates will have access to educational resources; prison librarian will have support services.

**Possible Action:** Provide materials to jails and prison; regularly communicate with prison librarian; participate in reentry initiatives.

**Deadline:** Every year, ongoing

### Goal: Digitization Services

Identify collections suitable for digitization, assist member libraries in digitizing special collections, and provide storage and access support for digitized collections.

**Intended Result:** Member libraries will have clear guidance and technical support to take steps to digitizing special collections and preserve their community's memory and culture.

**Possible Action:** Purchase digitization equipment for loan to members; evaluate cloud storage options for long term file security and preservation.

**Deadline:** December 31, 2020

### Goal: Virtual Reference

Assist libraries in developing virtual reference services.

**Intended Result:** Patrons will have virtual reference options including by email and/or live chat at every member library. CCLS will regularly evaluate options for improving virtual reference options.

**Possible Action:** Evaluate live chat options; provide email reference with assistance of Co-Centrals.

**Deadline:** December 31, 2018