

A Blueprint for the Future

Crandall Public Library

Strategic Plan 2011 – 2013



Table of Contents

Acknowledgements.....	i
Executive Summary.....	1
Service Priorities	1
Goals	2
What These Goals Mean for Crandall Public Library Customers	3
The Blueprint for Change.....	5
Goals and Objectives.....	6
Goal 1	6
Goal 2	7
Goal 3	8
Goal 4	8
Goal 5	9
Goal 6	10
Goal 7	11
Goal 8	11
Organizational Competencies and Initiatives	12
External partnerships	13
Fundraising	13
Governance	13
Public relations.....	14
Measurement and evaluation	14
Operational efficiencies	15
Organizational structure.....	15
Policies	15
Training and staff development	16
Collection development	16
Next Steps.....	17
Appendix A: Planning Process Overview	18
Appendix B: Community Vision Statements.....	19
Appendix C: Community SWOT	21
Appendix D: Library Consultant.....	23



Peter Vanderwarker, photographer

Acknowledgements

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Richard Leonelli, Jr.
President Crandall Public Library Board of Trustees

2011 Crandall Public Library Board of Trustees

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Executive Summary

In our fast-changing world, progress is too often seen as a zero-sum game, where innovation inevitably comes at the expense of the old. Yet libraries are showing that innovation always brings opportunity, too. While retaining its traditional functions, the library of the future will be home to myriad informational experiences, where great ideas happen, and people have the tools and facilities to act on them.

Thomas Frey, Futurist



In 2010, the Board of Trustees embraced the development of an updated Strategic Plan because they recognized the opportunity a new building offered to reexamine all the Library does in the community. It is a chance to create a more appealing, functional, efficient model of operation that serves Library customer needs going forward.

The Library's consultant, June Garcia (Appendix D), worked with the Director, Assistant Director and Board of Trustees to recruit the Community Planning Committee. Working with the consultant, the Community Planning Committee identified community stakeholders, community needs and a vision. The Community Planning Committee communicated with the Library Board, staff, stakeholders and the public about the planning process and suggested implementation and sustainability strategies. Ms. Garcia worked with the Community Planning Committee to identify community needs and library service responses. A benchmark analysis of community demographics was furnished and discussed.

The Community Planning Committee set the service responses, while considering the impact on the budget including staffing and prepared the final service responses. By adopting this Strategic Plan, the Board of Trustees is affirming the goals and objectives presented in this plan.

Service Priorities

The Community Planning Committee recommended that the Board adopt the following service priorities for 2011-2013:

- **Create Young Readers: Early Literacy** - Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- **Stimulate Imagination: Reading, Viewing, and Listening for Pleasure** - Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices among the options.

- **Connect to the Online World: Public Internet Access** – Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- **Visit a Comfortable Place: Physical and Virtual Spaces** – Residents will have safe and welcoming places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
- **Satisfy Curiosity: Lifelong Learning** – Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- **Know Your Community: Community Resources and Services** - Residents will have a central source of information about a wide variety of programs, services and activities provided by community agencies and organizations.

This goal was not included in the final goals. Staff identified how current technology and work being done by other local organizations would make this goal redundant for customers. For example, there's a local company that currently gathers this information which is available online; many local groups already have social media sites and of the two local newspapers, one has a printed community calendar while the other one has an online community calendar. The Library can link to the above sites through the library's web page and Facebook groups and the Library subscribes to both local newspapers. The cost in staff time to monitor and continuously update information or remind organizations to update information that is already on the web and available through simple Google searches made this goal unnecessary.

In the absence of clearly defined goals, we become strangely loyal to performing daily trivia until ultimately we become enslaved by it.
--Robert Heinlein

Goals

Goals describe the benefits that local residents will receive from the Library. They provide the framework that will be used to improve the library's organizational capacity and to ensure that the library's limited resources are used effectively.

1. Young children (age five and under) will have materials, services, and programs designed to ensure that they will enter school ready to learn.

2. Children (ages 6 – 12) will have the resources they need to satisfy their curiosity and explore topics of personal interest.

3. Children (ages 6 – 12) will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening experiences.

4. Teens (age 13 and older) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.

5. Adults and teens will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

6. Adults will have convenient, timely access to a variety of new and popular materials.

7. Everyone will have a welcoming physical place to meet and interact with others or work independently on personal projects.

8. Everyone will have high-speed access to the resources and services available through the Internet.



Each of these proposed goals is supported by two to seven objectives, which describe the way that progress toward reaching the goal will be measured. The recommended measures include increases in the circulation of the library's collections, increases in program attendance and library usage, increases in the use of the library's technology resources, and positive public reactions to library services, programs, collections, and staff interactions (based on surveys given to the public). These measures will help the Board of Trustees, the Library staff, and community residents assess the Library's effectiveness.

What These Goals Mean for Crandall Public Library Customers

A trip to the Library for children will start early in our community. Expecting parents will come to the Library to get materials about pregnancy. Parents and caregivers will bring babies to the Library for the "Baby Lap Sit Program." Young children will be introduced to reading, learning and exploring ideas through board books, picture books, concept books and books on the Library's computers including Tumblebooks™ available on Library computers and 24/7 through the Library's web site. Special spaces in the Children's Area



include a story time area, an arts and crafts area and the Family Focus Center where children will go for the many programs designed to help them be creative and explore their many interests before they start school. The comfortable seating areas throughout the Children's area will encourage interaction with parents and children. Library staff will visit Head Start, Pre-Schools and Day Care Centers to read to children, to introduce young children to the concept of visiting the Library and to identify and enhance the skills they need to be successful when they start school. Day Care Centers, Pre-Schools and Head Start will be invited to come to the Library on a regular basis to encourage and maintain a lifelong interest in reading and learning. Library staff will have a "Read To Me" program for children too young for the Summer Reading Program.

Older children will be able to find attractively displayed materials they need, when they need them in many formats. Popular materials will be available in multiple copies to meet demand. Children's staff will help older children find what they need. Staff will instruct children in using Library computer software and programs. Children's staff will visit all local schools at least once a year to introduce children to the Library and the staff will work together with home-schoolers to promote Library use. Staff will also go to local events where children love to go, bringing information about the Library's programs and services. In summer, older children will have the opportunity to maintain learning and creative skills through the Summer Reading Program. Programs and news about Children's programs and activities will be kept current on the Children's Facebook™ Page and the Library's web page.

Teens will come to the Library to enjoy the special teen space for 13 to 19 year olds. Teens will have computers dedicated to teen use only, comfortable seating to meet and greet friends, play games, plan events like teen produced plays, share content on the web, add to the Facebook™ page, ask for help, and find materials that interest them.

Adults will find the Library a place to explore their interests throughout the stages of life. Adults will find multiple copies of bestsellers, many new books to satisfy their curiosity about current topics and books in new formats including Playaways™, downloadable audio and eBooks from the Library's web page and books on CD. Music will be available in downloadable format online and in hard copies. Adults will have a huge number of DVDs to choose from including

downloadable documentaries online. For those times when a quiet space is needed, there are spaces designated for quiet study and reflection. Adults will be able to attend hundreds of programs each year including old standbys like film, music, readings by authors and book clubs and others designed to meet adult needs for entertainment, creativity and learning.

Adults will find easy access to the internet at the Library, in the Internet Room, via wireless throughout the building and through the in-Library laptop lending program. People can stay connected to family, friends, personal interests and the world at the Library. Adults will find wireless printing a cost-effective way to print in-Library and by sending print jobs to the Library from home.



People will find it easy to check out materials through self check, to return materials through the automatic sorter and to pay fines via credit card or the coin op machines. Long lines to check out are a thing of the past at the Library. People can pick up reserves and check out fast. Online services make it easy for customers to reserve and renew materials from home. The library sends e-reminders about materials before they are due, helping people manage their fines.

The location of the Library downtown, close to retail businesses and restaurants, includes a convenient entrance on Glen Street and the traditional entrance in City Park. The property also has bike racks, large walkways and access to public transportation, making the Library a "destination." With a wide variety of seating and study areas, people will be able to read newspapers and magazines, browse for new books, use computers in the Internet Room or throughout the "wireless" building. Designated a "Green" LEED building that emphasizes natural light, the Library is a beautiful, clean, comfortable, safe, and energy efficient place to be where one will be welcome to spend a minute or spend a day.

The Blueprint for Change



Public libraries are changing dramatically. The future course of public libraries is beginning to be charted. Greater dependence on electronic technologies such as eBooks, digital music and streaming video and 24/7 access from home is likely to become the standard information delivery method. This document is intended to be a specific guide for the Crandall Public Library over the next 3 years. The Library's progress in the 21st century requires this rudimentary blueprint. Although, the Library was recently rebuilt to serve the community for years to come as an

innovative and attractive space, it is unlikely that the progressive offerings of the Library would be maintained by this momentum alone. The planning process will ensure that the Library will be current for customer needs now and in the next 3 years. Just as an architectural blueprint would need adjusting if unexpected site conditions are found, this plan is designed to be responsive to changing economic, social and technological realities. The Crandall Public Library staff and Board of Trustees are committed to this course; a visionary strategic plan is necessary for continuous assessment and improvement.

Goals and Objectives

“Objectives are not fate; they are direction. They are not commands; they are commitments. They do not determine the future; they are means to mobilize the resources and energies of the business for the making of the future.”

Peter F. Drucker (American Educator and Writer, b.1909)

These Goals and Objectives cover 2011 through 2013

Goal 1

Young children (age five and under) will have materials, services, and programs designed to ensure that they will enter school ready to learn.



Objectives:

- 1.1: By December 31, 2013, the circulation of picture books and board books, the collections for ages 0-5, will increase from 65,109 (FY2010) to 71,620.
- 1.2: By December 31, 2013, the number of young children (age five and under) attending a program in the library will increase from 9,274 (FY2010) to 9,730.
- 1.3: By December 31, 2013, the number of young children (age five and under) participating in the Read to Me Program will increase from 0 (FY2010) to 1,150.
- 1.4: By December 31, 2013, a minimum of 90% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.
- 1.5: By December 31, 2013, the hits on the TumbleBooks site will increase from 0 (FY2010) to at least 1,000/year.
- 1.6: Annually, at least 3,250 children (not including school groups) will attend early literacy programs.



Selected Activities:

- Offer a wide variety of age-appropriate programs each week e.g.:
 - Baby lap sit programs
 - Parent/child workshops
 - Arts and crafts programs
 - Toddler story times
 - Preschool story times
 - Beginner walker/parents program
- Help parents and children to find materials
- Develop and maintain age-suitable materials for Children’s collections.
- Partner with preschools/daycares to offer programs/crafts for scheduled visits
- Present special programs for general audiences
- Encourage parents or guardians to get library cards for their young children
- Obtain TumbleBooks™ (eBooks for children)
- Create/distribute/evaluate customer satisfaction surveys
- Highlight and display library materials
- Develop a “Read-To-Me Program
- Teach parents and children to use self-check
- Design sections of the Children’s Department Facebook page and www.crandalllibrary.org/kids to reflect needs of the 0-5 age group

Goal 2

Children (ages 6 – 12) will have the resources they need to satisfy their curiosity and explore topics of personal interest.



Objectives:

- 2.1: Annually, the circulation of juvenile non-fiction will rise to at least 36,300 from 33,000 (FY2010).
- 2.2: By December 31, 2013, a minimum of 90% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.

Selected Activities:

- Help children and parents find what they need
- Highlight and display library materials appropriate for 6-12 year olds.
- Teach parents and children to use self-check
- Design sections of the Children’s Department Facebook page and www.crandalllibrary.org/kids to reflect needs of the 6-12 age group
- Create/distribute/evaluate customer satisfaction surveys

Goal 3

Children (ages 6 – 12) will have materials and programs that engage their imaginations and provide pleasurable reading, viewing, and listening experiences.

Objectives:



- 3.1: By December 31, 2013, the circulation of juvenile fiction will increase from 23,200 (FY2010) to 25,520.
- 3.2: By December 31, 2013, the circulation of juvenile media (CDs, audiobooks, videos, DVDs, eBooks, etc.) will increase from 71,700 (FY2010) to 78,870.
- 3.3: Annually, a minimum of 7,410 children ages 6-12 will attend a library sponsored or co-sponsored program designed to stimulate their imagination.
- 3.4: By December 31, 2013, the number of children registered for the Summer Reading Program will increase from 1,049 (FY2010) to 1,250.

Selected Activities:

- Help children find what they need
- Present a variety of programs e.g.:
 - Films
 - Create content (YouTube, podcasts etc.)
 - Storytelling
 - Gaming
 - Music
 - Circulate videogames
 - Organize child-generated programs such as art exhibits and "talent shows"
- Buy materials that children want to read and view
- Offer a dynamic Summer Reading Program

Goal 4

Teens (age 13 and older) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.

Objectives:

- 4.1: By December 31, 2013, the circulation of young adult materials (fiction and non-fiction) will increase from 28,627 (FY2010) to 31,490.
- 4.2: By December 31, 2013, a minimum of 90% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.
- 4.3: Annually, a minimum of 3,600 teens will attend a library sponsored or co-sponsored program, an

increase from the 3,294 of FY2010.

- 4.4: Annually, a minimum of 90% of teens attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 4.5: By December 31, 2013, the number of teens participating in library sponsored programs as determined by the Teen Advisory Group (TAG) will increase from 1,192 (FY 2010) to 1,550.



Selected Activities:

- Provide services to teens
- Help teens find what they need
- Offer safe, speedy Internet access
- Buy materials that teens want
- Highlight and display library materials appropriate for teens
- Create/distribute/evaluate customer satisfaction surveys
- Design sections of the Teen Department Facebook page and www.crandalllibrary.org/teens to reflect needs of teens ages 13 and older
- Present a variety of events e.g.:
 - Creating streaming video presentations
 - Hands-on workshops—cooking, the arts, etc.
 - Library tours
 - Gaming in a variety of formats
 - Music Support and mentor teens who want to produce Library programs

Goal 5

Adults and teens will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.



Objectives:

- 5.1: Annually, the circulation of adult non-fiction will be at least 128,900.
- 5.2: By December 31, 2013, a minimum of 90% of teens and/or adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them and that the Library's collection was very good or excellent.
- 5.3: Annually, 10,000 adults will participate in a Library sponsored or co-sponsored cultural program.
- 5.5: Annually, a minimum of 90% of adults who attended a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 5.6: By December 31, 2013, a minimum of 90% of teens and/or adults surveyed will indicate staff were helpful in finding information or materials to

explore a topic of personal interest.

Selected Activities:



- Provide collections that respond to local needs
- Use technology to gain efficiencies in developing collections people will use
- Offer and maintain Adult Services Facebook™ page
- Connect customers to 24/7 resources
- Create/distribute/evaluate customer satisfaction surveys
- Present a variety of programs:
 - Specialized instruction e.g. computer
 - Film screenings
 - Music
 - Literature-based programming
 - Cultural exhibits
- Display materials on a wide variety of topics

Goal 6

Adults will have convenient, timely access to a variety of new and popular materials.

Objectives:

- 6.1: By December 31, 2013, the circulation of adult fiction will increase from 175,134 (FY2010) to 192,000.
- 6.2: By December 31, 2013, the circulation of adult media (CDs, videos, DVDs etc) will increase from 247,000 (FY2010) to 271,000.
- 6.3: By December 31, 2013, a minimum of 90% of adults surveyed will indicate that they found something good to read, listen to, or view through the library.
- 6.4: By December 31, 2013, a minimum of 90% of adults surveyed will indicate that they received the material they reserved in a timely manner.



Selected Activities:

- Help adults find the materials they need
- Market titles creatively using social media, e-blasts, Facebook™, local media, web page
- Set-up displays featuring new materials
- Provide collections that respond to local needs
- Request and send ILL materials/consider purchase
- Use technology to gain efficiencies in developing collections people will use
- Promptly return items to shelves
- Teach all staff and interested customers to download items from Overdrive™, Freegal™, Access Video™, etc. and to use the electronic catalog including renewals and reserves
- Create/distribute/evaluate customer satisfaction

surveys

Goal 7

Everyone will have a welcoming physical place to meet and interact with others or work independently on personal projects.

Objectives:

- 7.1: By December 31, 2013, the attendance at library facilities will increase from 467,099 (FY2010) to 485,000.
- 7.2: By December 31, 2013, the number of registered borrowers will increase from 47,241 (FY2010) to 48,000.
- 7.3: Annually, a minimum of 90% of people surveyed will say the library was a welcoming place.
- 7.4 By December 31, 2013, the number of community groups using the library meeting rooms will increase from 137 (FY2010) to 150.



Photographer, Peter Vanderwarker

Selected Activities:

- Provide inviting spaces to read and study
- Welcome customers to a clean, well-lighted, comfortable space
- Have quiet study and reading areas
- Provide meeting spaces
- Promote use of the Folklife Center
- Implement improved methods of marketing Library events to customers—LCD screens, iPads etc.
- Maintain a clean, clutter-free environment
- Provide appropriate seating for all activities
- Create/distribute/evaluate customer satisfaction surveys

Goal 8

Everyone will have high-speed access to the resources and services available through the Internet.

Objectives:

- 8.1: By December 31, 2013, the number of PC sessions will increase from 82,268 (FY2010) to 99,600.
- 8.2: By December 31, 2013, a minimum of 90% residents surveyed will indicate the library's Internet services are very good or excellent.
- 8.3: By December 31, 2013, 90% of web site users surveyed will rate the Library's web site as informative and easy to use.
- 8.4: By December 31, 2013, the number of visits on the library's web site will increase from about 260,000 (FY2010) to 275,000.
- 8.5: By December 31, 2013, the use of licensed electronic digital library products (Overdrive FY2010) will increase from 3,845 (FY2010) to



Photographer, Peter Vanderwarker

4,000.

Selected Activities:



- Offer high speed broadband access to the Internet
- Offer WiFi throughout building
- Offer Printing—both the LAN and wireless
- Create/distribute/evaluate customer satisfaction surveys both in-house and electronically
- Assist customers with computer/Internet issues
- Loan out laptops
- Offer Technology Fairs to teach customers the latest in electronic devices
- Purchase new electronic resources e.g.:
 - Audio and eBooks from Overdrive™
 - Music from Freegal™
 - Streaming video from Access Video™

Organizational Competencies and Initiatives

Organizational Competencies will help the Library achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the Library's effectiveness and efficiency.

Organizational competencies have been identified in nine key areas:

1. External partnerships
2. Fund raising
3. Governance
4. Marketing and public relations
5. Measurement and evaluation
6. Operational efficiencies
7. Organizational structure
8. Policies
9. Training and staff development
10. Collection Development

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.



Photographer, Peter Vanderwarker

Our success has really been based on partnerships from the very beginning.
--Bill Gates

External partnerships

The Crandall Public Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 1.1: By December 31, 2011, develop and distribute criteria to Trustees and staff that will be used to assess partnership opportunities.

Initiative 1.2: By December 31, 2011, initiate a review and approval process for the establishment of new and enhanced partnerships.



Fundraising

The Crandall Public Library administration will partner with the Board of Trustees and the Friends of the Library to support and enhance library services.

Initiative 2.1: By April 30, 2012, revise multi-year Fund-raising Plan to support priorities in the Strategic Plan including grant writing limited to said priorities.

Initiative 2.2: By June 1, 2012, develop attractive and up-to-date fund-raising materials that encourage giving aligned with the library's priorities.

Governance

The Board of Trustees of the Crandall Public Library will operate in an efficient, effective, and transparent manner.

Initiative 3.1: By December 31, 2012, revise the Board Bylaws.

Initiative 3.2: By December 31, 2011, establish a Board Committee structure that enables the Board to be responsive to the priorities in the Strategic Plan

Initiative 3.3: By December 31, 2011, add a Code of Ethics/Conflict of Interest policy.

Initiative 3.4: By December 31, 2011, schedule the Library's Teen Advisory Group to report to the Board on their activities and recommendations twice a year.

Initiative 3.5: By August 31, 2011, post adopted Strategic Plan on web site

Nothing astonishes men so much as common sense and plain dealing.
--Ralph Waldo Emerson

Public relations

The Crandall Public Library will promote library services through a variety of print, electronic and media opportunities.

Initiative 4.1: By December 31, 2011, enhance the use of using social networking to market library services and programs.

Initiative 4.2: By April 15, 2012, adopt a tag line that reflects the Library's service priorities.



Measurement and evaluation

The Crandall Public Library will incorporate measurement and evaluation into its operational practices.

Initiative 5.1: By October 31, 2011, review process by which library use data is collected, compiled and distributed, and revise process as necessary to provide relevant management data.

Initiative 5.2 By December 31, 2011, adopt evaluation surveys for programs and services to measure customer satisfaction.

Initiative 5.3: By December 31, 2011, develop methodology to regularly update Library Board on progress on all objectives included in the strategic plan.

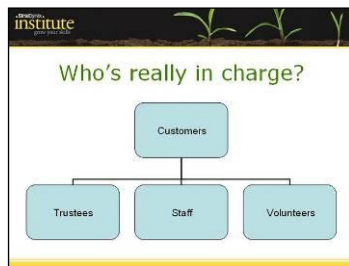
Initiative 5.4: By December 31, 2011, implement an effective methodology to count the number of questions of various types asked by library users.

Operational efficiencies

The Crandall Public Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 6.1: By October 1, 2011, establish procedures to ensure that all materials are reshelved in a timely, accurate manner.

Initiative 6.2: By December 31, 2011, establish a robust staff intranet that provides easy access to library policies, forms, statistics, and other information needed by staff to perform their assigned duties.



Organizational structure

The Crandall Public Library will establish and maintain an organizational structure that supports its service priorities.

Initiative 7.1: By December 31, 2011, review and revise all of the current job descriptions.

Initiative 7.2: By December 31, 2011, determine if additional classifications need to be created, and if so develop job descriptions for them in conjunction with Warren County Civil Service.

Policies

The Crandall Public Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.

Initiative 8.1: By April 15, 2012, provide policy refresher training for all staff.

Initiative 8.2: By April 15, 2012, post key public service policies on the Library's web site.



Training and staff development

The Crandall Public Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

Initiative 9.1: By December 31, 2011, adopt a Staff Development Plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities.

Initiative 9.2: By September 30, 2012, train public service staff to provide pro-active customer service that is less location dependent and more integrated with Reader's Advisory and merchandizing and includes 24/7 services.

Initiative 9.3: By November 1, 2011, implement Person-in-Charge (PIC) training for senior-duty staff.

Collection Development

The Crandall Public Library will budget for growth, maintenance and, as-needed, contraction/expansion of specific collections so that materials purchased reflect community needs.



Initiative 10.1: By June 30, 2012, determine appropriate level of resources for eBooks and other downloadable media for FY 2013.

Initiative 10.2: By December 31, 2012, create or promote easy-to-understand online tutorials to teach users how to download eBooks, audio books and other forms of electronic media to various types of handheld devices and/or computers.

Initiative 10.3: By December 31, 2012, decide if loaning eReaders is a viable option for circulation of e-materials.

Initiative 10.4: By December 31, 2012 work with SALS, member libraries, the NYS Division of Library Development, NYLA/ALA/PLA and vendors/publishers to determine future methods of cost effective purchasing and distribution of

e-materials.

Next Steps

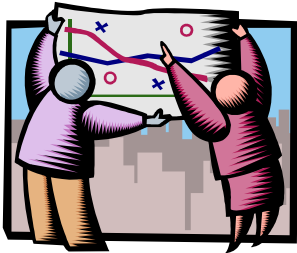


- Distribute the Strategic Plan and 2010 Annual Report to elected officials in the communities served by the Library.
- Distribute the Strategic Plan and 2010 Annual Report to key stakeholders, including but not limited to, members of the Community Planning Committee, the Board of Trustees, Friends of the Library, Library funders, local media, the New York State Library, the Southern Adirondack Library System and Library staff.
- Post the Strategic Plan on the library's web site so it is readily accessible to all community residents.
- Request an opportunity to discuss the Strategic Plan with representatives of the local media.
- Develop and distribute information to specific audiences, such as teachers, parents of young children, students, etc., that describes the services that are, or will be, available to them.
- Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.
- Report regularly both to the Crandall Public Library Board of Trustees and to the public on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives.

Appendix A: Planning Process Overview

The *Strategic Planning for Results* process is based on three key assumptions that the Board and library management believe to be true. Those assumptions are:

- Excellence must be defined locally. It is successful when library services match community needs, interests, and priorities.
- Excellence is possible for both small and large libraries. It rests more on commitment than on unlimited resources.
- Excellence is a moving target. Even when achieved, excellence must be continually maintained. If you are coasting, the only way you can go is downhill.



The *Strategic Planning for Results* process is collaborative process including community stakeholders, staff and board members. The members of the library board appointed 19 local residents to serve on the Community Planning Committee. The committee members were carefully selected to represent the major constituencies in the community and to reflect the diversity of the Library District (age, race, ethnicity, gender, occupation, area of the Library District in which they live, etc.). The names of the individuals who gave of their time and expertise to assist the library in this important endeavor can be found in the Acknowledgements.

The Community Planning Committee served in an advisory capacity to the Board of Trustees. During two all-day meetings, they identified a vision for the future of the communities served by the library(see Appendix B), described the current conditions in those communities, and defined what needs to happen to reach the future they described in the vision.

Committee members then carefully considered a variety of services that the library could provide to help meet the needs and move the communities toward the identified vision. During their first meeting the committee members identified possible service priorities. Between the first and second meetings of the committee, library management held meetings during which interested library staff members were given the opportunity to discuss the potential implications of the committee's recommendation. The Board also reviewed the recommendations and considered how they might affect library services. (See Appendix C)

Appendix B: Community Vision Statements

The Community Planning Committee was asked to picture the communities served by the Crandall Public Library ten years from now. They were asked to imagine that the communities and their people have been successful beyond belief. Each community is a place everyone is proud to call home. They were asked to describe what makes the community so wonderful. Their vision is as follows:



- Children will have recreational opportunities.
- Children and teens will participate in science and math activities.
- Teens will have opportunities to learn in a non-judgmental atmosphere.
- Teens will be aware of employment options and available jobs.
- Teens will have access to mentors and role models.
- Teens will have the opportunity to grow and develop.
- Teens will have free and equal access to community activities.
- Teens will have the opportunity to volunteer and contribute to the community while learning life's lessons.
- Young adults will have access to good paying jobs in the community that will allow them to remain in the area or return after attending college.
- Parents of young children (birth to 5) will have affordable access to high quality childcare and education for their children.
- Adults will have the opportunity to interact in community organizations.
- Adults will be informed and actively involved in the political process.
- Seniors will be able to share their life experiences and wisdom with other community residents.
- Seniors will be actively involved in the community through volunteering and other activities.
- Seniors will be able to stay in their homes or their community and have access to the services they need to

live as independently as possible.

- Seniors will have access to assisted living and medical care.
- Residents will have access to information about community organizations and services.
- Residents and visitors will feel and be safe.
- Residents will have access to job networks and jobs.
- Residents will encourage the entrepreneurial spirit and will support local businesses.
- Residents will value and use local businesses.
- Residents will continue to learn more about technology and be able to effectively use it.
- All residents will have the opportunity and be encouraged to participate in community forums, boards, organizations, etc.
- Residents will benefit from regionalization of services, such as education and access technology, and these services will be more cost-effective and of a higher quality than services currently available.
- People of all ages will have problem solving skills and life skills.
- Residents will be financially literate.
- Residents will embrace the concept articulated in the mission of the Bill & Melinda Gates Foundation – “All lives have equal value.”
- Everyone will be able to walk, ride, drive or go wherever they’d like to go in the community.
- Everyone in need of help will feel a part of the community and be able to get the assistance they need.
- Everyone will have access to the services and support they need to become successful.
- Everyone will value, embrace, and encourage diversity.
- All residents will be life-long learners.
- Everyone will be aware of and able to participate in a wide variety of sports and recreation opportunities, cultural activities, entertainment options, etc. that meet the needs of a diverse population.
- Childcare providers will have access to quality resources for optimal growth and development.



Coopers Cave

Appendix C: Community SWOT

The Community Planning Committee was asked to identify the strengths, weaknesses, opportunities, and threats (SWOT) that will affect the community's ability to achieve the vision statements they previously identified.

SUPPORT ACHIEVING THE VISION	OBSTRUCT ACHIEVING VISION
<p><i>COMMUNITY STRENGTHS</i></p> <ul style="list-style-type: none"> • Quality health care • Cultural opportunities • Climate and location • Good school systems • Good business leaders • Commitment/loyalty to the region • Close to major cities • Cost of living/taxes • Sports and cultural opportunities • Diversity of housing • SUNY ADK – now 4 year school • Conference facilities – places to hold events and meetings • Neighborhoods • Sense of belonging • Strong religious community • Low crime • Welcoming environment for newcomers • Volunteers/Civically active • Clean air and water • Strong not for profit organizations • Outdoor recreational opportunities • Proximity of services in the big cities • Entrepreneurial opportunities • Local produce, fruit, meat etc. • Philanthropic generosity • Natural beauty of the region • Nice airport – Albany • Active civic organizations • Library • Good race relations 	<p><i>COMMUNITY WEAKNESSES</i></p> <ul style="list-style-type: none"> • Minimal higher education opportunities locally • Lack of ethnic/cultural diversity • High property taxes • Lack of local government interaction • Lack of recognition in our area for what we do – (lack of regional recognition) • Insufficient parking downtown • Seasonal tourism – not year round • Lack of job opportunities • Lack of affordable housing • Lack of affordable assisted living • Shortage of good paying manufacturing jobs • Poor customer service (inconsistent) • Identity crisis – who are we? • Unwillingness to embrace change • Small pool of local candidates for some jobs • Out-migration of youth • Sexist • No great shops/high quality stores locally • Parochialism • Lack of local quality hotels • Lack of leadership from politicians • Lack of vision or forward thinking • Lack of participation or involvement on the political system • Passivity

<i>EXTERNAL OPPORTUNITIES</i>	<i>EXTERNAL THREATS</i>
<ul style="list-style-type: none"> • Close to large metropolitan areas • High-speed transit • National spotlight on new business in area – Global Foundry • Nanotechnology and Tech Valley • Available METRO resources • Proximity to higher education in Capital District (SUNY ADK 4 year) • Natural resources in area • Albany airport • Prospect of universal health care • Proximity of Saratoga Springs 	<ul style="list-style-type: none"> • Unfunded state mandates • Inhospitable business climate • Population growth • Global economy • New York State • High taxes • Regulations (number of) • Lack of affordable health care • Unenlightened state leaders • Economic competition with other cities • Proximity of Saratoga Springs (perception) • Potential migration of urban problems such as drugs, gangs etc. • Proximity to I-87 and through transportation – drug route • Climate change and impact on local businesses – skiing, rafting • Ability to offer competitive salaries • Wars (loss of life and economic impact) • Lack of bandwidth for technology • Lack of technology infrastructure • Lack of adequate infrastructure or deterioration of infrastructure

Appendix D: Library Consultant¹

June Garcia has over 40 years experience as a public librarian. Her experience includes six years as director of the San Antonio Public Library (TX). Under her leadership, the staff completed the planning for and opening of a 238,000 square-foot Central Library, the expansion, renovation, or replacement of all 18 branches, and the migration to a new library automation system. She served the Phoenix Public Library (AZ) for eighteen years, including twelve years as the administrator of the branch library system.

She has also served as CEO of the CARL Corporation, and as Vice President and Chief Ambassador of TLC/CARL, two major library automation companies providing integrated systems to public libraries and consortia.

For six years, June was managing partner, along with Ronald Dubberly, of Dubberly Garcia Associates, Inc. On February 1, 2008, she became sole proprietor of June Garcia LLC.

June has been an active participant for over twenty-five years in the Public Library Association's efforts to develop tools that will enable public librarians and trustees to effectively plan, measure and evaluate public library service. She served as member of the committee that produced Planning and Role Setting for Public Libraries (1987) and Output Measures for Public Libraries (1987) and Planning for Results: The Public Library Transformation Process (1998). She chaired the committees that oversaw the creation of Managing for Results: Effective Resource Allocation for Public Libraries (2000) and Staffing for Results: A Guide to Working Smarter (2002). She is coauthor, along with Sandra Nelson of Creating Policies for Results: From Chaos to Clarity (2003) and Public Library Service Responses 2007 (2007). June serves as the associate editor for the Results series of publications by PLA. She is also a leading national trainer in using the strategic planning for results process and co-author of online courses using this planning process.

June has been a frequent speaker at library conferences on a wide variety of topics relating to public library planning, fund raising, measurement and evaluation, facilities planning, resource allocation, policy development, and intellectual freedom

¹ [http://www.junegarcia.com/June Garcia/About June.html](http://www.junegarcia.com/June_Garcia/About_June.html)