

In October 2016, under the guidance of the James Prendergast Library Association's (JPLA) strategic planning committee consisting of the library director, three library board members, two staff members, and the director of the Chautauqua Cattaraugus Library System, JPLA began the strategic planning for years 2017 – 2020. Library consultants Rob Cullin and Elly Dawson from Kimberly Bolan and Associates, LLC facilitated the process.

### **The Process**

The library's strategic planning process included the following key areas.

- 1) **Gathering community input and data**, which involved showing JPLA staff and Jamestown residents (both users and non-users) the possibilities for JPLA as a thriving 21<sup>st</sup> century library, and then gathering their input and ideas. In addition, benchmark, demographic, SWOT, and collection analysis were completed.
- 2) **Developing solutions** by compiling all gathered data and input and then working with the planning team during a Strategic Retreat to establish key strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next three years and beyond.
- 3) **Providing a path to results** by developing a plan that the library staff and board can live, breathe, and readily implement on a day-to-day basis.

In total, eleven stakeholder sessions were conducted for the James Prendergast Library Association between November 28 and 30, 2016. Focus group participants included the general public, parents & caregivers, educators, community leaders, the business community, the Hispanic community, senior citizens, teens, staff members, and trustees. Participants included frequent library users and infrequent and non-users and ranged in ages and backgrounds. Overall, 119 stakeholders participated in the discussions regarding JPLA's services and strategic future. In addition to the stakeholder sessions, an online survey was conducted between *January 17 and January 31, 2017*. 610 surveys were completed, which was a more than required sample size. Survey participants included a mix of library users (63%) and infrequent and non-users (37%). Overall, 94% of participants have a JPLA library card.

### **What We Heard**

The community focus groups and online survey explored several topics including customer service, youth services, adult services, senior/boomer services, outreach, programming, technology and digital services, the website, meeting space, collections and resources, and overall 21<sup>st</sup> century public library trends. Detailed summaries of all stakeholder feedback and online survey results were provided in separate documents to JPLA's leadership. All stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses, goals, and investments outlined on page 2 of this document.

### **Evaluation & Collaboration**

With the goal of achieving all outlined goals over the next three years, JPLA administration, staff, and Board of Trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be accomplished as outlined and will be reviewed on a monthly basis at JPLA's board meetings. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years. A strategy screen and work plan will be created by the team in order to best carry out and assess the plan.

The keys to James Prendergast Library Association's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the board of trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between JPLA's staff and its community
- Active collaboration between JPLA's board of trustees, administration, staff, outside organizations, and the community

**Our Mission:**  
**Responsibly empowering lifelong learning for the residents of the City of Jamestown**

Strategic Focus	Goal	Investments	Outcome
A focused mission for JPLA	Implement a new more efficient and effective staffing model	<ul style="list-style-type: none"> <li>• Create a team to develop both interim and long-term service model plans</li> <li>• Initially reduce physical service points to two, and then eventually to one</li> <li>• Cross-train and empower staff to create success with the new service model</li> <li>• Implement a model using existing service points and also develop a plan to adjust furniture to best support the evolution of the service model</li> </ul>	An efficient library that delivers the needed level of service in the most effective way
	Develop a focused programming strategy plan with capacity limits	<ul style="list-style-type: none"> <li>• Form a programming strategy planning team with the mission of “Less, but Better”</li> <li>• Determine realistic limits for programming capacity at current and worse case staffing levels</li> <li>• Empower staff to develop new programs, but only in place of less successful programs (One In, One Out approach)</li> </ul>	Quality sustainable programming that supports life-long learning in the community
	Improve approaches to collection management to maximize effectiveness	<ul style="list-style-type: none"> <li>• Assess all library collections with the goal of maximizing turnover</li> <li>• Form a collection team to adjust collections not meeting established standards</li> <li>• Work with volunteers to apply similar approaches to book sale items</li> <li>• Critically review materials purchasing &amp; database subscriptions</li> </ul>	A library collection that gets the maximum number of materials into the hands of the community
	Conclude JPLA’s role in art / museum services	<ul style="list-style-type: none"> <li>• End JPLA’s involvement in art museum/gallery roles in all forms</li> <li>• Determine final outcome for art collections and then execute plan</li> <li>• Develop plans to repurpose re-claimed library spaces</li> </ul>	A library that is focused on its core mission of service
Increased community engagement & awareness	Create an active informational campaign that raises awareness about JPLA’s services and funding	<ul style="list-style-type: none"> <li>• Develop a marketing and public relations (PR) plan for the library               <ul style="list-style-type: none"> <li>○ Create a more focused approach to marketing focusing on population segments</li> <li>○ Develop specific targeted strategies for library mission, library funding, programming, and other key services</li> </ul> </li> <li>• Train staff and the board to be marketing/PR ambassadors for JPLA               <ul style="list-style-type: none"> <li>○ Develop strategies for getting them out into the community</li> </ul> </li> <li>• Pursue community partnerships that align specifically with JPLA’s core mission</li> </ul>	A community that understands the role, services, importance, and funding of JPLA
A plan for a sustainable future	Develop revenue, fundraising, and cost management plans that position JPLA on a sustainable path for the future	<ul style="list-style-type: none"> <li>• Create a joint staff, board, community team to develop a revenue and fundraising master plan               <ul style="list-style-type: none"> <li>○ The plan should include mechanisms to build the endowment and revenue opportunities within JPLA’s current services, resources, facilities</li> </ul> </li> <li>• Develop specific cost and service level objectives for various possible funding levels (based on scenarios like \$0 City funding)</li> </ul>	A library that is sustainable at any level of public funding