

| Strategic Focus | Goals | Investments | Values |
|--|---|--|--|
| A focused mission for JPLA | Quality and sustainable services and programming that supports life-long learning in the community | Programs and Services: Create programming and services that meet community needs <ul style="list-style-type: none"> Develop a new program plan that reaches new audiences, helps students thrive in the classroom and beyond, and brings the collection to life | We believe that the James Prendergast Library is central to the intellectual and creative lives of the people we serve. We are committed to the following values that guide our strategic direction: <ul style="list-style-type: none"> <i>Equity</i> – We are an inclusive and equitable organization that promotes equity of access in our community, and serves the diverse needs and requirements of all our users; <i>Community</i> – We align our services and programs with the needs of our community; <i>Creativity</i> – We embrace a culture of exploration, experimentation, and reflection to improve services, anticipate needs, and manage change; <i>Sustainability</i> – We invest in economic feasibility, environmental stewardship, and social justice—to inspire investment and build support for the future; <i>Collaboration</i> – We build partnerships to achieve shared goals and increase the impact of our mission. |
| | A well maintained and innovative library collection that meets the educational needs of the community | Collection: Develop a collection management plan that is exciting and current <ul style="list-style-type: none"> Create a collection development team to ensure the collection meets the community’s needs and embraces digital and multi-media resources | |
| | A library that is responsive to technology advancement and community and staff technology needs | Information Technology: Improve information technology to enhance library services <ul style="list-style-type: none"> Invest in new technology that will enhance library services for our community | |
| | A well trained and efficient staff that delivers service in the most effective way | Staff: Implement organized approaches to staff development <ul style="list-style-type: none"> Transform working practices and communication to enable effective collaboration, decision making, and skill-building | |
| Increased community engagement and awareness | A well-connected library that reaches all members of the community with impactful library services | Outreach: Improve community connections to strengthen effectiveness of library services <ul style="list-style-type: none"> Collaborate with local organizations to develop library programming in response to community needs Develop a volunteer program that increases the way that people can contribute to the library and their community | |
| | A community that understands the role, services and importance of the library | Public Relations: Create a campaign that celebrates the library’s history and continuing vital role in the community <ul style="list-style-type: none"> Utilize all media platforms to communicate the library’s services in unique and exciting ways Involve library staff, volunteers, and patrons in public relations | |
| A plan for a sustainable future | A library facility that is well maintained and provides appropriate access to relevant services | Facility: Promote effective stewardship of the building and natural environment <ul style="list-style-type: none"> Improve the library’s physical space to enhance technology use, and ensure the inclusiveness of services | |
| | A library that is sustainable for generations to come | Revenue: Make continued improvements in the stewardship of the library’s resources <ul style="list-style-type: none"> Develop a fundraising plan that speaks to the community about the value of their library | |

In October 2016, the James Prendergast Library Association (JPLA) began a strategic planning process, that involved a committee consisting of the library director, three library board members, two staff members, and the director of the Chautauqua Cattaraugus Library System. The 2021 – 2024 Strategic Plan will be a continuation of the 2017 – 2020 Strategic Plan with patron surveys included in the process. Due to COVID, stakeholder sessions were not conducted.

The Process

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

- 1) **Gathering community input and data**, which involved providing a community survey and compiling the data (no meetings were held due to COVID).
- 2) **Developing solutions** by compiling all gathered data and then working with Dr. Amanda Lake, a consultant from Lakeside Leadership and a *Catchafire* Professional volunteer, 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, 165 surveys were completed. They were available from December 6th 2019 through January 25th 2020 online on the library's website and in print format, and they were also shared several times on the library's Facebook page.

What We Heard

The survey shows that the community appreciates the programs and services provided by the library and that there is interest in new ways to expand and improve those services to meet the needs of the community. Common items of interest include expanded library hours, more adult programming such as workshops and lectures, an updated and expanded collection (including e-books), greater advertisement of events, and a respectful library environment. 165 community members responded to the survey, 92.9% of which are library card holders. The majority of responders visit the library occasionally and are most interested in programming focused on learning about something, learning how to do something, or meeting and sharing with others. Most responders who visit the library regularly do so to borrow books. A detailed summary of the online survey results were provided in separate documents to JPLA's leadership team and Board of Directors.

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. This balanced and systematic process also emphasizes that the resulting plan will and evolve significantly 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