



# Strategic Plan Report

---

**Results for the year 2021**

This report reflects on year one of the Prendergast Library's 2021-2024 Strategic Plan. The report provides updates on plan goals and subsequent achievements, challenges, and continuation actions needed. In addition, library statistics from 2020 and 2021 provide context for the data collected in the report.

## James Prendergast Library 2021 Strategic Plan Report

### Goal One: Quality and sustainable services and programming that supports life-long learning in the community

Indicators of success:

- Development of a new program plan that reaches teens 13-17
- Development of a new program plan that reaches seniors 65+
- Development of a new program plan that reaches educators (homeschool, public school, or daycare)
- Increased use of library services and resources by K-12 students
- Increase in the number of new cards issued to K-12 students
- Increased attendance at library programs
- Increased knowledge and awareness of library services to underserved populations: ESL Community, people with disabilities, and Veterans

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• In 2021, attendance at library programs reached record levels, with some programs having over 100 people.</li> <li>• We offered more programming throughout the week; for example, we added a second Minecraft Club and a third Storytime.</li> <li>• We developed a new program, "DIY Crafting," to reach new audiences.</li> <li>• We added new collection items, such as Science Kits, Literary Theme Boxes, and Board Games, ideal for classroom and daycare use.</li> </ul>	<ul style="list-style-type: none"> <li>• The pandemic has created roadblocks for seniors in care centers to use the library or library staff to visit nursing homes or assisted living facilities.</li> <li>• As teachers and students returned to a full-day school in the fall of 2021, they were overwhelmed with new procedures, and significant time was needed to help children who fell behind during the pandemic. It is not the right time to introduce new programming to schools.</li> </ul>	<ul style="list-style-type: none"> <li>• In consideration, new Makerspace programs focused on using STEAM materials to create therapeutic activities for seniors, especially those with dementia or memory loss.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Two: A well-maintained and innovative library collection that meets the community's educational needs

Indicators of success:

- Staff met regularly to discuss the collection
- Increase in digital resources
- Patron feedback used to inform collection selections
- Provided access to non-traditional items for all ages
- Book and media selections reflect community programs

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Added new databases, such as Consumer Reports and Chilton.</li> <li>• Invested more funds into eBooks and eAudiobooks.</li> <li>• Created three patron surveys, one of which was "library of things," with over 50 responses.</li> <li>• Developed a new alternative collection, including theme boxes, science kits, and board games.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of eMagazines.</li> <li>• Need to develop a system to evaluate which community programs are a priority for material selection.</li> <li>• Diversity audits take a significant amount of time. Therefore, it will take staff time to complete this process.</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase related materials with enough lead to be available when programs occur.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Three: A library responsive to technology advancement and community and staff technology needs

#### Indicators of Success:

- Streamlined access to digital resources
- Quicker response by staff to technology issues
- Updated hardware to improve performance and reliability
- Increase participation in technology-based STEAM programming
- Reduced patron complaints regarding computer labs and printing
- Improved audio and presentation quality in meeting rooms and community spaces
- Utilize technology during outreach events

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Updated the website to create a better user experience, highlight library resources and databases, and improve accessibility.</li> <li>• Added links to library digital resources on the desktop to all public computers.</li> <li>• Created an IT Librarian staff position.</li> <li>• Purchased new servers, printers, and copiers.</li> <li>• Purchased new laptops to use in the Makerspace for STEAM Programming.</li> <li>• Purchased new audio equipment for Fireplace Room.</li> <li>• Installed new computer management system CASSIE.</li> <li>• Updated software and drivers on all public computers.</li> <li>• Purchased and installed a new public lab printer.</li> </ul>	<ul style="list-style-type: none"> <li>• Need new tablets to run STEAM programming and outreach efficiently.</li> <li>• Wireless printing is not available to patrons.</li> <li>• Adult computer labs need SDD to improve computer performance.</li> <li>• Develop a system to register patrons for library cards and check out books at outreach events.</li> </ul>	<ul style="list-style-type: none"> <li>• Reevaluate laptop setup in Fireplace Room and add more audio equipment into Community Room.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Four: A well-trained and efficient staff that delivers service most effectively

#### Indicators of Success:

- Decreased amount of incident reports
- HR processes updated and improved
- Increased professional development opportunities for staff
- Increased patron satisfaction
- Increased staff communication
- Created and involved staff in various committees

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Created Building Attendant positions and patron incident reports have significantly decreased.</li> <li>• Streamlined the staff onboarding process</li> <li>• All staff training is documented.</li> <li>• Management has seen a decrease in documented and verbal patron complaints and an increase in written and verbal complimentary reports regarding services from staff.</li> <li>• Increased staff meetings from once a month to twice monthly</li> <li>• Developed collections, grants, and programming committees which all meet regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• Due to COVID, there appears to be an increase in challenging patron behaviors.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase staffing levels to meet growth in services, programs and community needs.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Five: A well-connected library that reaches all community members with impactful library services

Indicators of Success:

- Increased the number of community collaborators
- Developed a new volunteer program
- Recruited new volunteers
- Created new outreach programs
- Tracked how many patrons used library services via outreach, for example color-coded library card applications
- Participated in various community events throughout the year
- Staff spoke at community programs/meetings

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Worked with several community organization during the Summer Reading Program, including CCHS, Jamestown Police and Fire Depts., Infinity, and CCE</li> <li>• Had booths at the Jamestown Public Market and Audubon's Monarch Festival</li> <li>• Hosted the Jamestown Mobile Market at the library every Wednesday from June through October.</li> <li>• Served YMCA Grab-&amp;-Go meals at the library.</li> <li>• Created a new outreach page on the website to update the community on programs we offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing needs limit the amount of outreach we can do monthly.</li> <li>• COVID impacted how many in-person outreach events were offered in 2021.</li> <li>• Need to find an easy and effective way to reach teachers in the Jamestown Public Schools.</li> </ul>	<ul style="list-style-type: none"> <li>• More targeted outreach to groups underserved by the library.</li> <li>• Need to develop a plan for signing people up for a library card when at outreach programs.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Six: A community that understands the role, services, and importance of the library

#### Indicators of Success:

- Increased community awareness of library materials, programs, and services
- Increased use of library materials, programs, and services
- Appropriate public relations platforms and content utilized to meet community interests
- Increased level of engagement with library social media accounts
- Strengthened partnerships with community organizations through cross-promotion of programs and events
- Representation of library staff, volunteers, and patrons in public relations materials

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Increase in social media followers.</li> <li>• Recurring social media initiatives to highlight collection, staff, and more on a weekly or monthly basis.</li> <li>• Increased social media engagement with library posts shared by other organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Limitations on physical library space due to COVID include program restrictions and decreased physical checkouts.</li> <li>• PR appearing in external media (newspapers, radio, etc.) is dependent upon an outside organization.</li> <li>• Maintaining consistency and branding as multiple staff contribute to PR.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider new social media platforms and evaluate platform suitability for different types of content.</li> <li>• Improve patron representation in PR and include patron voices.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Seven: A library facility that is well maintained and provides appropriate access to relevant services

#### Indicators of Success:

- Upgraded collection storage and display materials
- Redesigned library front lawn to increase outdoor programming and library usage.
- Increased number of outdoor programs
- Improved facility plans that outlined priority projects for Public Library Construction grants
- Redesigned library technology areas that improve accessibility and connection
- Upgraded library maintenance equipment
- Improved the natural landscape that includes native species and pollinator plants

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Submitted a NY State Construction Grant to create a library patio and walkway on the front lawn.</li> <li>• Held nine weeks of Wednesday outdoor programming that reached over 1000 people.</li> <li>• Planted a butterfly garden.</li> <li>• Created a new 3-year facility plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to work with a professional designer to determine the best way to redesign the library space and display materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with local nurseries and garden clubs to enhance the butterfly garden and create a new edible garden.</li> </ul>

## James Prendergast Library 2021 Strategic Plan Report

### Goal Eight: A library that is sustainable for generations to come

#### Indicators of Success:

- Reduced reliance on the endowment to fund yearly operations
- Improved Booksale processes to increase annual sales
- Created new fundraisers that drew new audiences and increased profits
- Reduced heating and cooling costs by investing in energy-efficient alternatives
- Provided new opportunities for volunteers to assist with fundraising activities
- Created new sponsorship opportunities
- Reorganized the library's grant plan to focus on long-term capital projects

Achievements	Challenges	Notes on Continuation
<ul style="list-style-type: none"> <li>• Reduced endowment withdraw by 3% for 2022.</li> <li>• Managed the 2021 fiscal year without needing to withdraw quarterly endowment income.</li> <li>• Created Booksale stamp cards and gift box sets to draw attention to the Booksale.</li> <li>• Held a new fundraiser; The Jim Roselle Community Scavenger Hunt. There were 22 participants, many of who haven't participated in past events.</li> <li>• Create a new volunteer program that focuses on events and outreach opportunities.</li> <li>• Applied for NYS Construction Grant to complete step one of a long-term facility plan.</li> <li>• Completed energy audit of the building.</li> </ul>	<ul style="list-style-type: none"> <li>• COVID impacted the budget in 2020, especially in terms of Booksale sales and other income from printing and fees.</li> <li>• New fundraisers often take a few years to build an audience.</li> <li>• Cummins Engine donated \$5,000 towards the Run for Literacy as a sponsor. They changed how they distribute their money and now require grant submissions. The \$5,000 we used to get for sponsorship can no longer show up in fundraising. It is now showing up in the Grants line, which significantly reduced our fundraising line.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to create a sponsorship packet to generate new sponsors and retain those who have previously supported the library.</li> </ul>