



STRATEGIC PLAN REPORT

Results for the year 2023

This report reflects on year three 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 2021 and 2022 provide context for data collected in the report.

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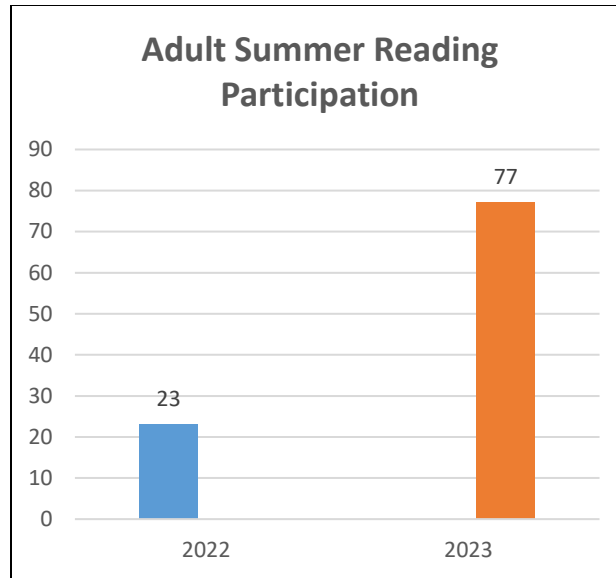
Goal One: Quality and sustainable services and programming that supports lifelong learning in the community

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"> • Started a teen game night, which with teen input developed in to a DD • Introduced new Adult Summer Reading Bingo Sheets, which increased adult participation in the summer reading program • Started a new book club for adults at an offsite local bar/coffee shop, and it is very popular with attendance of 12-15 adults per meeting • Expanded our partnership with Jamestown High School English teacher Betsy Rowe-Baehr who brings her English 9 and 10 students to the library monthly for programs and library usage – all students received a library card • Began providing weekly storytimes for JPS’s Innovation Center | <ul style="list-style-type: none"> • Managing structured involvement with Jamestown schools and finding the best channels of communication to reach educators • Developing programs for seniors who are not mobile has been challenging following the Covid-19 pandemic • Developing programs or activities for at-risk populations who use the library as a site of refuge and safety • Demand for programs is high, so careful consideration is needed before introducing new programs due to staffing and budget considerations | <ul style="list-style-type: none"> • Focusing on programs for at-risk community members who would benefit from increased involvement and engagement with library services • Consider how best to market the Makerspace as a center for adults and teen learning and enrichment activities |

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

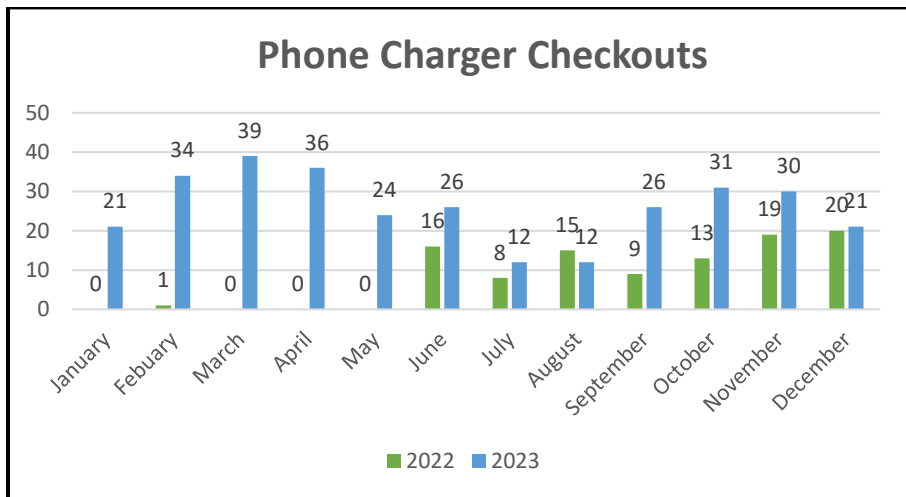
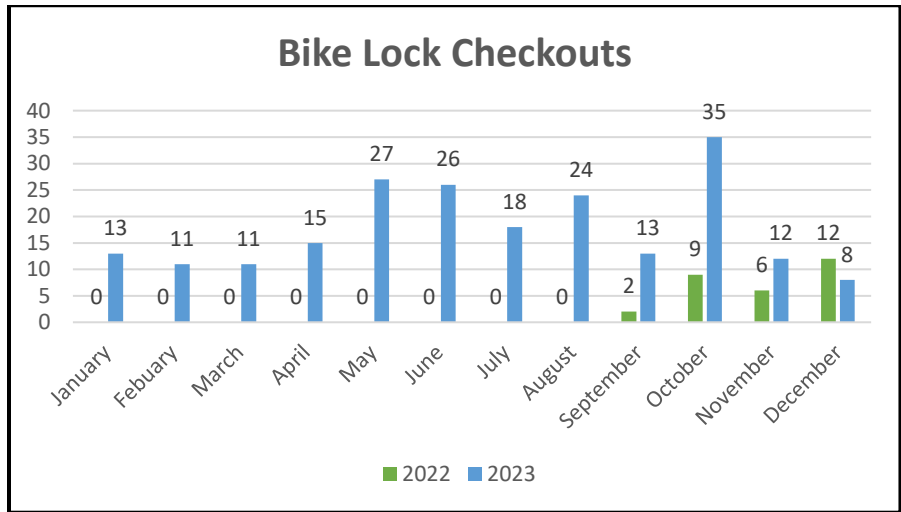
Indicators of success:

- Increase in collection maintenance initiatives
- Enhanced browsing experiences for adult and children patrons
- Increase in digital resources
- Increased commitment of staff to collection acquisitions to ensure diverse perspectives
- Access to non-traditional items for all ages
- Patron feedback and patron/community requests used to inform collection selections

| Achievements | Challenges | Notes on Continuation |
|---|--|--|
| <ul style="list-style-type: none"> • Expanded nontraditional items to include technology resources such as projectors and screens • Based on continued demand, we've increased availability of chargers and bike locks and improved our checkout process • Used grant funding to purchase more high interest/low reading | <ul style="list-style-type: none"> • The rising cost of digital resources • Potential loss of federally-funded databases (NovelNY) is significant • Need for the longevity of digital resources to increase community awareness – requires a financial commitment over multiple years • The ability to modify and improve collection setup is limited by | <ul style="list-style-type: none"> • Continued evaluation of current digital resources' usage and cost and continued research into new digital options • Shifting projects will continue in 2024 with the goal of moving DVDs into the collection – this will improve our collection setup and physical arrangement of the library space |

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| <p>levels materials for adult learners</p> <ul style="list-style-type: none"> • Changed board books to forward facing to improve visibility and browsability • Inventory and updates of the library’s non-fiction and fiction collections is ongoing • Significant shifting of materials has improved the visual appeal of the library’s collection upstairs | <p>physical space and shelving</p> <ul style="list-style-type: none"> • Significant ongoing staff time is required for consistent collection upkeep | <ul style="list-style-type: none"> • The Adult Literacy collection remains a focus for ordering and reorganizing to improve usage. • We will have an improved language learning resource in 2024, as well as a new digital resource to learn ASL |
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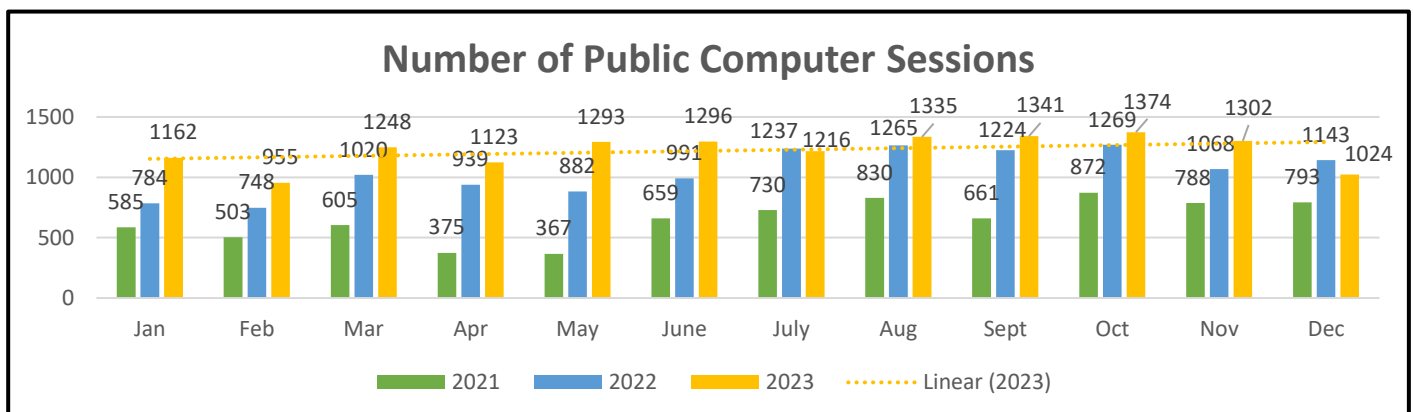
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Goal Three: A library responsive to technology advancement and community and staff technology needs

Indicators of Success:

- Updated hardware to improve performance and reliability
- Increased 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
- Utilized technology during outreach events
- Updated staff software and hardware to improve performance
- Improved ease of cleaning shared technology hardware
- Enhanced computer use accessibility
- Increased mobile technology options for staff and patrons
- Increased staff training
- Improved technology available for patron checkouts
- Expanded 3D printing technology and training to better serve patron needs
- Improved storage for staff and borrowable technology

| Achievements | Challenges | Notes on Continuation |
|---|--|---|
| <ul style="list-style-type: none"> • Purchased three new 3D printers • Purchased two new projectors and screens for Library of Things • Purchased a technology cabinet that includes charging • Purchased items to begin an Adult Memory Lab including a VHS convertor and film digitizer | <ul style="list-style-type: none"> • Reaching targeted population who would benefit from our library of things and Adult Memory Lab | <ul style="list-style-type: none"> • Computer hardware will need to be upgraded or replaced in the coming years • There is a need to improve equipment and cord management in the Teen Computer Lab |



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

Indicators of Success:

- HR processes updated and improved
- Increased professional development opportunities for staff
- Increased patron satisfaction
- Increased staff communication
- Increased staff involvement in various new and established committees

| Achievements | Challenges | Notes on Continuation |
|---|--|--|
| <ul style="list-style-type: none"> • Increased pre-emptive engagement with patrons has decreased incidents such as conflicts among teens and children • Incidents that have increased include primarily sleeping patrons – not impacting public safety • The revamped onboarding process has improved the efficiency of the hiring process • New training lists and increased training time for new staff have improved staff readiness and knowledge of all procedures • Focused training for staff, such as active shooting and de-escalation, has increased staff confidence • Patrons regularly voice their appreciation to the staff and note the growth of the library in recent years • Increased staff meetings to Bi-monthly • Focused manager performance development to empower new managers to leverage staff strengths | <ul style="list-style-type: none"> • The increase in patrons using the library as a warming center has led to an increase in patrons sleeping in the library • HR processes such as onboarding and training are constantly evolving and, therefore, never "complete" | <ul style="list-style-type: none"> • Staff training lists are an ongoing project as new processes and services require continuous updates to training • Continued prioritization of customer service and communication among staff |

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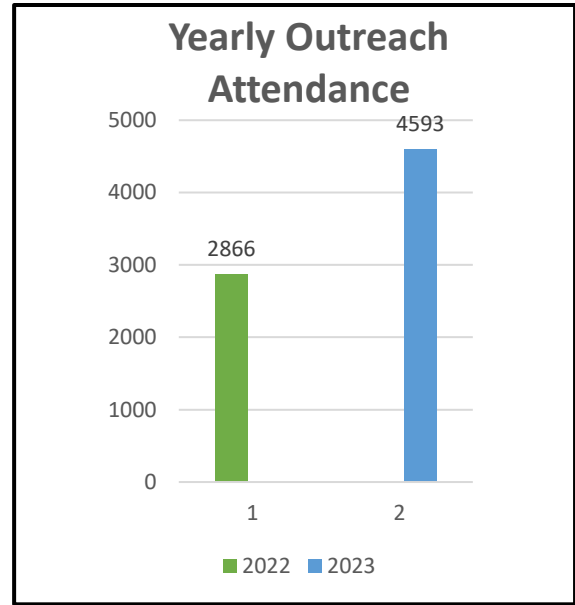
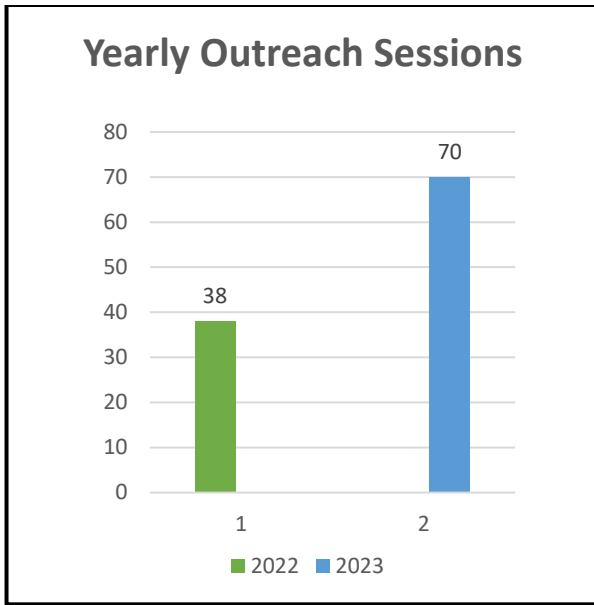
Goal Five: A well-connected library that reaches all community members with impactful library services

Indicators of Success:

- Increased the number of community collaborators
- Develop a new volunteer program
- Recruited new volunteers
- Created new outreach programs
- Tracked how many patrons used library services via outreach
- Participated in various community events throughout the year
- Staff present/attend community programs/meetings

| Achievements | Challenges | Notes on Continuation |
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| <ul style="list-style-type: none"> • Participated in several community events, including the Jamestown Community Learning Council’s Science Night, Jamestown Housing Authority’s Resource Fair, the City of Jamestown’s Halloween event, YMCA Healthy Kids Day, Jamestown Community College’s Off Campus Adventure Fair, and several public-school family nights and open houses • Hosted the second Library Community Block Party to celebrate partnerships and raise funds for programs. • Attend Jamestown Chamber of Commerce Events Coalition meetings • Recruited 6 new volunteers for the Haunted Library and Block Party fundraisers | <ul style="list-style-type: none"> • Prioritizing what events to attend is difficult as there are many options and limited staff time • Connecting with volunteers after the pandemic has been challenging | <ul style="list-style-type: none"> • Seek partnerships with organizations that can reach new audiences, such as the Hispanic community, seniors, and veterans • Ensure the volunteers have rewarding and meaningful roles to play within the organization |

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

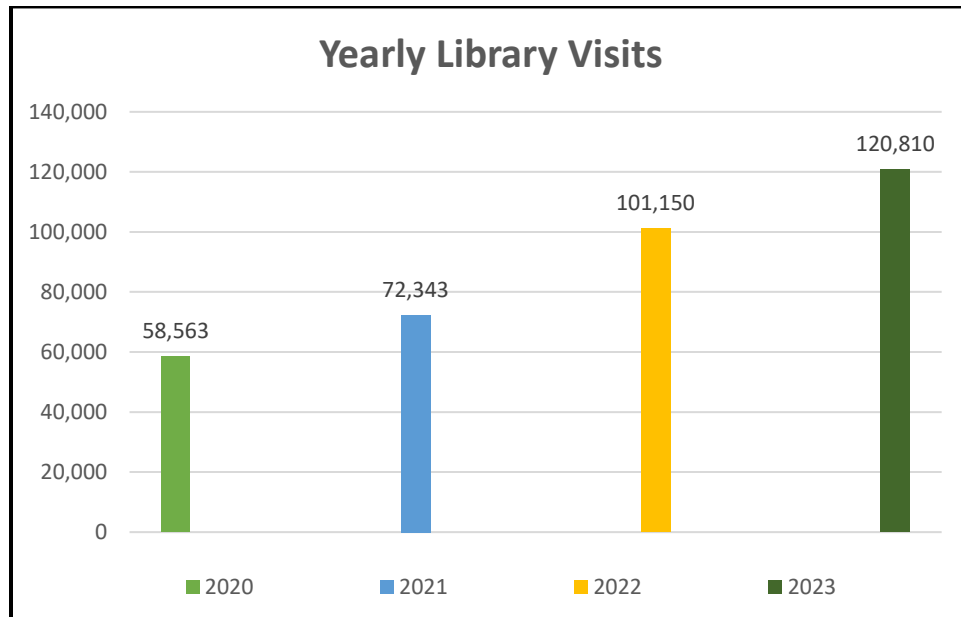
Indicators of Success:

- 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 the 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"> • Increased library visits. In 2022, there were 101,150 library visits. There have been 104,172 visits YTD for 2023. • Increase in Facebook and Instagram followers • Recurring social media posts highlighting library collection, services, and programs • Of Murray Bob Initiative survey respondents, 61% had attended JPLA | <ul style="list-style-type: none"> • Circulation of physical materials is still below pre-COVID levels 70,345 (Juvenile + Book) books circulated in 2019, and 53,208 circulated YTD in 2023 (Koha Report 441) • PR appearing in external media (newspapers, radio, etc.) depends on an outside organization • Maintaining consistency and branding as | <ul style="list-style-type: none"> • Improve patron representation in PR and include patron voices • Exploration and expansion of information channels, such as distributing flyers to JPS and community organizations, increased radio programming, recurring PR in local papers, and informational outreach |

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| <p>programs in the past, and 95% planned to attend future JPLA programs. 45% had attended partner organization programs in the past, and 89% planned to in the future</p> <ul style="list-style-type: none"> • Staff Picks posts highlighting the collection • Recurring radio programming with WJTN to promote library programs during the 2023 Summer Reading Celebration | <p>multiple staff contributes to PR</p> | <p>at community programs and clubs</p> |
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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

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- 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
- Upgraded Library’s HVAC
- Replaced old Lights with new LED lights throughout the building; documented cost savings
- Improved the natural landscape to include native species and pollinator plants

| Achievements | Challenges | Notes on Continuation |
|---|--|---|
| <ul style="list-style-type: none"> • Installed new outdoor patio, walkway and community gardens to create an outdoor public space for library programs and patron enjoyment • Removed invasive species from library’s front gardens and planted a native plant garden that certifies the library as a National Wildlife Federation’s Garden for Wildlife • Hosted a dedication for the new patio and gardens during the community block party in June • Continued to expand outdoor programs for adults, teens and children, including offering new Murray L. Bob Educational Initiative art classes on patio • Created a 10-year Sustainability Plan to support library operations and future investments in building construction, planning and design • Installed new library storage cabinets in upstairs community | <ul style="list-style-type: none"> • The library building is 130 + years old, therefore upkeep and repairs will always be a priority • Due to the nature of the historic building, repairs tend to be costly | <ul style="list-style-type: none"> • Continue to improve the library’s sustainability plans, aligning goals with NYS construction grant opportunities and donor fund drives • Explore creative ways to improve the library’s computer areas, without significant construction costs |

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| <p>room, makerspace and hallway to improve organization and eliminate clutter in walkways and public areas</p> <ul style="list-style-type: none"> Seal-coated and restriped the Library parking lot | | |
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NATIONAL WILDLIFE FEDERATION'S
Garden for Wildlife™

Certified Wildlife Habitat®
 Creating a welcoming space for local wildlife is an important part of sustaining a thriving ecosystem.

Steps we have taken

- Provided food**
 Native Plants
 Nectar
 Butterfly Host plants
 Bird Feeder
- Provided water**
 Birdbath
- Provided shelter**
 Ground cover
 Roosting box
- Provided places to raise young**
 Mature Trees
 Nesting Box
- Sustainable practices**
 Soaker hose
 Removed non-native plants
 Introduce native plants
 Reduce lawn area
 Eliminate chemical pesticide

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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"> • Improved the library’s Booksale profits by 26.7% by having a special Booksale table in the front of the library, and select special sales throughout the year • Continued the library’s new fundraisers, the Community Block Party and Haunted Library, increasing participation and revenue • Installed new LED lights in the library, improving energy efficiency and saving money on the library’s monthly electrical bill • Improved the grant reporting process by providing reports with visual metrics and data, photos, and personal testimony • Improved communication with donors – including a new campaign that allowed donors to honor a loved one in a message on the library’s website | <ul style="list-style-type: none"> • As the library witnesses a significant increase in people using the library and attending programs, more investment in staff and programs is needed, making it difficult to further reduce endowment allocations • A majority of a donor population is over the age of 65, making it imperative that we expand the donor base and reach new audiences | <ul style="list-style-type: none"> • Focus on reducing the number of grants written and prioritizing larger capital project grants • Create unique opportunities for one-on-one meetings with sponsors, grantors and donors • Focus on donor development and retention |

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