

# DeWitt Community Library Association

## Strategic Plan 2015 -

**DeWitt Community Library Mission Statement:** *The mission of the DeWitt Community Library is to provide quality library service for the residents of DeWitt, Jamesville, and surrounding areas.*

**GOAL 1: Physical Infrastructure / Physical Plant:** Secure a new physical space that is comfortable, accessible, and safe and that meets the needs of our service area. Ensure efficient and cost-effective internal procedures and operations for optimal facility functionality.

**Within One Year (January-December 2015)**

**Action 1: Discuss and determine whether we want to hire a fundraising consultant for a capital campaign feasibility study.**

Lead role: DCLA Board

Target end date: February 2015?

**Action 2: If electing to undertake fundraising for the new DCL facility, determine the kind of campaign to conduct and its extent, and subsequently implement the campaign.**

Lead roles: DCLA Board, Board Fundraising Committee, and DCL Executive Director

Target end date: March 2015(?) for decision-making and planning phase. If undertaking fundraising, December 2015 for initiation of the campaign.

**Action 3: Determine what we can afford / what it will cost us to repay debt.**

Lead role: Board Finance Committee

Target end date: Completed in 2014?

**Action 4: Develop a plan to finance the new location.**

Lead roles: Board Finance Committee

Target end date: TBD; will finalize with input from the design team.

**Action 5: Close on the property that is to be the site of the new DCL facility (i.e., the Tobin property).**

Lead role: Board Facilities Committee

Target end date: June 11, 2015

**Action 6: After architectural firm's preparation of construction documents, conduct bidding, award a construction contract, and commence construction.**

Lead roles: Architectural firm, Board Facilities Committee, and DCLA Board

Target end date: September 1, 2015

## **Operational Planning**

**Action: Work with ShoppingTown Mall management to alleviate or resolve the major leaks that occur due to condensation over the computer workstations and elsewhere.**

Lead roles: DCL Executive Director and ShoppingTown Mall management

Target end date: June 2015

### **Within 3 Years**

**Action 1: Confirm a library program, seeking input from community and internal stakeholders (including the DCL staff) in the process.**

Lead roles: DCLA Board, Board Facilities Committee, DCL Facilities Working Group, DCL Executive Director, library consultant, and design team

Target end date: TBD

**Action 2: Prepare NYS Library Construction Grant proposals for each eligible grant cycle of the new building project.**

Lead role: DCL Executive Director

Target end date(s): Sept. 2015 AND each subsequent year of the project in which the DCL is eligible to apply

**Action 3: Devise a plan for the library move.**

Lead roles: DCL Executive Director and DCL staff members in consultation with the DCLA Board

Target end date: per Facilities Committee time-line for the new library facility

**Action 4: Open a new DCL facility and complete the move from the ShoppingTown location.**

Lead roles: DCL Executive Director and DCL staff

Target end date: Time-line to be established by the Facilities Committee with input from the design team, but tentatively August 1, 2016.

**GOAL 2: Fund-Raising/Budget: Develop a comprehensive plan to insure consistent, adequate funding to support the DCLA’s mission to provide our charter-to-serve area patrons with the facilities, staff, collections and services they need and deserve.**

**Within One Year (January-December 2015)**

**Action 1: Reassess the estimated operating budget for a new facility once the building is designed.**

Lead roles: Board Finance Committee assisted by the DCL Executive Director

Target end date: TBD

**Action 2: Develop a plan to finance the new location. (See also Action 4 under “GOAL 1: Physical Space.”)**

Lead roles: Board Finance Committee

Target end date: TBD

**GOAL 3: Staffing: Maintain a staffing plan which ensures the recruitment, retention and continuing development of a qualified, diverse staff, including financial rewards which are comparable to similar area libraries.**

**Within One Year (January-December 2015)**

**Action 1: Evaluate salary structure of the DCL staff relative to that of comparable libraries and present the evaluation to the Board.**

Lead roles: Board Personnel Committee assisted by the DCL Executive Director

Target end date: TBD

(Note from DCL Executive Director: If the Board continues to limit annual operating budgets to no more than the tax cap levy limit, it will be difficult to (significantly) adjust salaries and wages.)

**Action 2: As the DCL budget permits, adjust salaries in line with the salary structure evaluation findings as approved by the Board.**

Lead roles: Board Personnel Committee, Board Finance Committee, and DCL Executive Director

Target end date: TBD

(Note from DCL Executive Director: If the Board continues to limit annual operating budgets to no more than the tax cap levy limit, it will be difficult to (significantly) adjust salaries and wages.)

**Action 3: Assess personnel needs for the new DCL facility once details on size and configuration become available and in light of evolving library services, and then adjust staffing levels accordingly.**

Lead roles: Board Personnel Committee, Board Finance Committee, and DCL Executive Director

Target date: TBD

(Notes from the DCL Executive Director: Preliminary analysis was completed in 2014. Based on preliminary discussions with the Board Facilities Committee, I have estimated a need for two additional positions. The actual configuration of the library will dictate staffing needs. This should be addressed with the library consultant and architects during the program confirmation and site plan phases.)

### **Related Operational Planning**

**Action: Revise the current staff performance review form to better reflect distinctions between professional and non-professional staff responsibilities and measures of success.**

Lead roles: DCL Executive Director and Assistant Directors

Target end date: October 2015

**GOAL 4: Services and Collections: Provide varied collections in the formats requested and utilized by our patrons, including traditional and digital formats, as well as the services and programs needed to serve our diverse community.**

**Within One Year (January-December 2015)**

**Operational Planning**

**Action 1: Develop an informal program for adults interested in learning about new technologies and enhancing their existing tech skills; enlist local experts to engage with group members and facilitate learning and discussion.**

Lead roles: DCL Executive Director, Assistant Director for Technology, and interested experts from the community

Target end date: February 2015 program start

**Action 2: Update the existing DCL Collection Development Policy.**

Lead roles: DCL Executive Director and DCL Collection Development Committee

Target end date: March 2015

**Action 3: Develop a Children's Room policy that ensures a safe, comfortable environment for children and the adults who accompany them.**

Lead roles: DCL Executive Director and DCL Youth Services staff members

Target end date: March 2015

**Action 4: Create an ongoing "digital media club" for teens, where library staff and teens meet regularly to explore techniques for creating digital media.**

Lead roles: DCL Executive Director, paraprofessional for technology, and DCL staff members

Target end date: March 2015

**Action 5: Streamline procedures associated with adult programming scheduling and speaker agreements.**

Lead roles: DCL Executive Director and DCL staff members

Target end date: March 2015

**Action 6: Assess the needs and expectations of teens in a new library space, utilizing one Junior High and one High School focus group and an informal survey for both audiences.**

Lead roles: DCL Executive Director and Assistant Director for Patron Services

Target end date: September 2015

**Action 7: Revert the permanent non-fiction collection to the Dewey Decimal System in accordance with patron and staff feedback on formal and informal surveys.**

Lead roles: DCL Executive Director, Assistant Director for Patron Services, and DCL staff members

Target end date: September 2015

**Action 8: Develop skills-building volunteer experiences for at least four Honor Roll High School students during the 2015 school year.**

Lead roles: DCL Executive Director and Assistant Director for Patron Services  
Target end date: December 2015

### **Within 3 Years**

#### **Action 1: Develop and approve a plan defining needs for collections and for provision of services and programs in the new DCL facility.**

Lead roles: DCL Executive Director, DCLA staff, and DCLA Board

Target end date: TBD

(Notes from the DCL Executive Director: This process will continue until and beyond the move into a new library. We have initiated a reorganization of the non-fiction collections based on user surveys and staff input and have formed a Non-Fiction Collection Working Group to address the reorganization. We have also begun staff discussions on reengineering patron services to incorporate new technologies and maximize flexibility; we have discussed the possibility of having a “concierge” service to greet patrons and refer them to the proper staff member(s); and we are discussing the addition of a media lab or creation space for collaborative creation. The Library Consultant and Technology Consultant will play important roles in assisting us with “visioning” for the new library.)

#### **Action 2: Implement the above plan for collections and for provision of services and programs in the new DCL facility.**

Lead roles: DCL Executive Director, DCL staff, and DCLA Board assisted by architectural and construction firms engaged by the DCLA Board

Target end date: TBD; updated time-line to be established with input from the design team.

### **Related Operational Planning**

#### **Longer-Term Action 1: Assess current technical services processes and work-flows and devise a plan that expedites processing of new materials and maximizes staffing dedicated to the processes.**

Lead roles: DCL Executive Director, Assistant Director for Technology, and DCL staff

Target end date: TBD

#### **Longer-Term Action 2: Work with the member library directors and OCPL to assess existing shared digital resources and implement a process for selection and equitable funding of new digital resources.**

Lead roles: DCL Executive Director, Assistant Directors, OCPL member library directors, and OCPL Administration

Target end date: TBD

#### **Longer-Term Action 3: Devise a plan and implement an inventory of the entire DCL collection before the move to the new library facility.**

Lead roles: DCL Executive Director and DCL staff members

Target end date: January 2016

**GOAL 5: Technology: Implement technology sufficient to support DCL services and mission.**

**Operational Planning**

**Within One Year (January-December 2015)**

**Action 1: Investigate alternative web hosting services and select a new service that offers greater security and reliability (at approximately the same cost as the current service).**

Lead roles: DCL Executive Director and DCL Assistant Director for Technology along with the OCPL Administration

Target end date: March 2015

**Action 2: Acquire and implement Polaris LEAP functionality to provide remote access to the Integrated Library System, thereby allowing for distributed patron service in the DCL and improved service to patrons at outreach and external programs and events.**

Lead roles: DCL Executive Director and DCL Assistant Director for Technology along with the OCPL Administration

Target end date: March 2015

**Action 3: Expand Children's Room computing access to include a desktop that offers materials to support children in grades K-6.**

Lead roles: DCL Executive Director, DCL Assistant Director for Technology, and Children's Services librarians

Target end date: June 2015

**Within 3 Years**

**Action 1: Analyze the DCL's telecommunications system and prepare a proposal for a system update for review and approval by the DCLA Board.**

Lead roles: DCL Executive Director and Assistant Director for Technology

Target end date: TBD

(Note from the DCL Executive Director: Will consult with our Technology Consultant to devise a specific plan.)

**Action 2: Develop a plan to migrate/upgrade the DCL web site to WordPress or other web software to facilitate revision, updating, and staff participation in developing web site content.**

Lead roles: DCL Executive Director and DCL Assistant Director for Technology

Target end date: within 2015 for planning phase; TBD for implementation phase

**Action 3: Implement the technology and telecommunications infrastructure and computing environment in the new DCL facility.**

Lead roles: DCL Executive Director and Assistant Director for Technology assisted by architects and contractors

Target end date: TBD

(Note from the DCL Director: Updated time-line to be established by the Board Facilities Committee with input from the design team.)

## **Actions Completed in 2014**

### **GOAL 1, Strategic Action 2: Modify terms of our lease and sign an agreement with Moonbeam Capital.**

Lead roles: Board Facilities Committee and DCLA general counsel with Moonbeam representatives

Original target end date: March 2014

**Status: Lease amendment approved by Moonbeam and the DCL Board in October 2014.**

### **GOAL 1, Strategic Action 5: Issue an RFP and hire the design team required for architectural services.**

Lead role: Board Facilities Committee

Original target end date: April 2014

**Status: Completed in November 2014.**

### **GOAL 2, Strategic Action 1: Develop an investment/financial plan and have it approved by the DCLA Board.**

Lead roles: Board Finance Committee assisted by the DCL Executive Director

Original target end date: March 2014

**Status: Financial plan approved by the Board in 2014.**

### **GOAL 3, Operational Action 1: Update DCL Employee Handbook for review and approval by the Board.**

Lead role: DCL Executive Director

Original target end date: April 2014

**Status: Draft update presented to the Board President and to DCLA General Counsel on October 4, 2014, then discussed and voted upon at the November 2014 Board meeting. No substantive revisions required per December 2014 review by attorney Rob Thorpe of Hancock and Estabrook.**

### **GOAL 3, Operational Action 2: Improve staff reference skills by developing at least four workshops in which staff can learn and practice basic and advanced reference and research skills, and subsequently deliver the workshops and assess outcomes.**

Lead roles: DCL Executive Director and Associate/Assistant Directors

Original target end date: December 2014

**Status: This program has been initiated and will continue. Offerings have included reference desk question negotiation skills; improving customer service skills by using retail models; brainstorming reference services for the future; e-content training to support reference service.**

### **GOAL 4 Strategic Action: Resurvey DCL stakeholders and analyze results.**

Lead roles: Board Strategic Planning Committee and DCL Executive Director

Original target end date: April 2014

**Status: Completed by the DCL Executive Director; memorandum with a summary of findings shared with the Board in April 2014.**

### **GOAL 4 Shorter-Term Operational Action 1: Acquire relevant data and assess current DCL services and programs for the homeschooling community.**



Lead roles: DCL Executive Director and DCL staff  
Target end date: December 2014  
**Status: Completed in November 2014.**

**GOAL 4, Shorter-Term Operational Action 2: Implement core technology training programs for patrons that meet NYLA and NYS standards.**

Lead roles: DCL Executive Director and DCL staff  
Original target end date: December 2014  
**Status: Program initiated by an iSchool intern in 2013; attendance was disappointing. Subsequent training has taken place in the context of one-on-one technology training sessions (offered 3 times/week).**

**GOAL 4, Shorter-Term Operational Action 3: Implement skills-based, experiential programming for young adults.**

Lead roles: DCL Executive Director and DCL staff  
Original target end date: December 2014  
**Status: Programming has been implemented and will continue. Offerings have included Summer Reading Program skills enhancement (badges); digital readers' theater; video production and editing programs; green screen technology programs; and DeFrancisco Grant for Teen Actors' Studio (performance and video technology).**

**GOAL 4, Shorter-Term Operational Action 4: Develop services and programs for seniors that address their needs and preferences as expressed in library survey instruments and patron feedback.**

Lead roles: DCL Executive Director and DCL staff  
Original target end date: December 2014 (to be annual)  
**Status: Offered 74 senior-focused programs in 2013 and 81 senior-focused programs in 2014, including the Annual Senior Fairs. This will continue to be a special area of focus.**

**GOAL 4, Longer-Term Operational Action 1: Develop, implement, and evaluate a formal teen outreach program with JD Middle School, JD High School, and private schools.**

Lead roles: DCL Executive Director and DCL Children's Services staff  
Original target end date: TBD  
**Status: This has been implemented and will continue.**

**GOAL 4, Longer-Term Operational Action 2: Create early literacy non-traditional kits for use by the home-schooling community and other children (e.g. a science kit with instructions and tools).**

Lead roles: DCL Executive Director, Assistant Director for Patron Services, and DCL Children's Services staff  
Original target end date: TBD  
**Status: Initiated in October, 2014 and will continue.**

**GOAL 5, Shorter-Term Operational Action: Evaluate computers in the DCL Children's Room and upgrade in accordance with the current Technology Plan.**

Lead roles: DCL Executive Director and DCL staff  
Original target end date: December 2014  
**Status: Children's iPads and new children's PC with early literacy apps and games were installed in October 2014.**