

# Chautauqua-Cattaraugus Library System Strategic Plan 2022-2026



## STRATEGIC PLANNING COMMITTEE:

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## CHAUTAUQUA-CATTARAUGUS LIBRARY SYSTEM

### CONTEXT

#### MISSION

The mission of the Chautauqua-Cattaraugus Library System is to foster, strengthen, and improve public library services within its two-county service area.

#### PROFILE

The Chautauqua-Cattaraugus Library System is a cooperative Public Library System serving 36 member libraries at 38 locations in a two-county area of 2,415 square miles. It is a rural area with most of its 204,699 people live in small communities. The member libraries serve populations ranging from 364 up to 31,146 but the majority serve populations of less than 4,000. All chartered public libraries in the System's service area are members of the System.

The System receives major operating funds from the state and supplemental funds from the two counties.

The System aids member libraries in many ways. There are at least seven broad categories:

- 1.) Training and Development**
- 2.) Broadband and IT support**
- 3.) Advisory services**
- 4.) Marketing**
- 5.) Grants**
- 6.) Delivery**
- 7.) Automation**

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## FORMAT

### OBJECTIVES ARE ARRANGED AS FOLLOWS:

- **Emerging Priorities:** These will be increasingly a focus of System activities in the coming years
- **Perennially Strong Priorities:** These are core system functions worthy of strong resource allocation and frequent reevaluation
- **Foundational Priorities:** These are goals that deserve inclusion, but do not require new focus

### OBJECTIVES ARE FURTHER COLOR-CODED IN THREE PRIMARY CATEGORIES:

- **Strategy and Sustainability — Planning and Resiliency**
- **Technical Support — Broadband, IT support, ILS, Delivery**
- **Training and Consultation — Professional Development, Program and Services Support**



## EMERGING PRIORITIES

### Goal: Member Library Sustainability

CCLS will provide education, training, and hands-on assistance to promote member library sustainability efforts focused on financial security, environmental stewardship, and social equity.

**Intended Result:** Libraries will have improved financial stability, will implement environmentally sustainable practices, and will promote social equity in their communities.

**Possible Action:** Support member library strategic planning and funding referendums; participation in NYLA Sustainability Initiative programs; support environmentally sustainable construction projects.

**Deadline:** Every year, ongoing

### Goal: Coordinated Outreach

CCLS will support member library efforts to provide high quality outreach services to all outreach target populations.

**Intended Result:** Every library will be a valuable resource for the outreach target populations; deposit collections will take advantage of resource sharing and delivery systems to increase access to materials; all libraries will be a resource for programs, services, and systems for the target populations.

**Possible Action:** Partner with nonprofits serving the target populations, develop best practices, provide training on serving the target populations for library staff; establish a training rotation that allows specific target populations to be fully focused on each year; maintain a comprehensive up-to-date outreach website for member library reference.

**Deadline:** Every year, ongoing

### Goal: Digital Collections Access

CCLS will provide patrons with user-friendly access to digital collections.

**Intended Result:** CCLS member libraries and patrons will have access to a large collection of digital materials developed with member library support; member libraries will understand the value of contributing to a centralized digital collection.



**Possible Action:** Provide regular eMaterial circulation reports to members; regularly communicate gaps between patron demand and eMaterial supply; share information with members that will help them determine how much to contribute to the collection; regularly evaluate eMaterial platform options; provide on-demand training to members.

**Deadline:** Every year, ongoing

### **Goal: Awareness and Advocacy**

CCLS and Member Libraries will advocate effectively for library support, statewide, regionally, and locally.

**Intended Result:** Libraries will gain increased support from the community and funders through effective advocacy and marketing efforts; patrons will be aware of system and library services through effective marketing campaigns.

**Possible Action:** Letter writing campaigns; attend advocacy events with legislators; members will invite local legislators to visit their libraries; share advocacy information and opportunities with directors and trustees.

**Deadline:** Every year, ongoing

### **Goal: Consultation and Development Services**

CCLS will provide expertise to member library directors, staff, and trustees to support library management and operations so that member libraries may provide services and resources to their communities.

**Intended Result:** All member libraries will consult with CCLS staff on services that include human resources, legal issues, financial controls, cataloging, IT services, youth services, and digital services.

**Possible Action:** Visit libraries to provide advice and assistance; survey member libraries to identify specific consulting needs; attend board meetings as needed; assist member libraries to ensure they can meet and exceed NYS minimum standards; consultants will share best practices with member libraries in their consulting areas.

**Deadline:** Every year, ongoing



### **Goal: Communications among Member Libraries and/or Branches**

CCLS will provide forums for effective communication among member library directors, staff, and trustees and encourage the sharing of ideas, successes, and best practices. CCLS will work with member libraries to develop a mentoring program.

**Intended Result:** Member Libraries will receive frequent updates from other libraries; facilitate regular virtual director's meetings as well as opportunities to meet in-person; member libraries will have an easy way to ask questions by email; member libraries will have opportunities to share best practices with peers at other libraries; new member library directors/managers will have opportunities for formal mentoring.

**Possible Action:** Facilitate virtual director's meetings and provide access to recordings to those not in attendance; CCLS newsletter will include information on library programs and events and encourage members to submit news regularly; CCLS will provide space on its website for members to share newsletters, program ideas, and best practices; develop a mentoring program.

**Deadline:** Every year, ongoing

### **Goal: Collaborative Efforts with Other Library Systems**

CCLS will work collaboratively with other public library systems, school library systems, and reference and research library resources systems.

**Intended Result:** Libraries will benefit from professional development opportunities provided through cooperative and collaborative efforts; libraries will benefit from CCLS staff exchanging information with the staff of all library system types.

**Possible Action:** Collaborate with other systems to provide training opportunities for member libraries; consultants will engage regularly with counterparts in other systems.

**Deadline:** Every year, ongoing



## PERENNIALY STRONG PRIORITIES

### Goal: IT Service

CCLS will provide and support IT service to all member libraries necessary for library operations and meets the needs of library patrons.

**Intended Result:** CCLS will assist member libraries with purchasing, installation, and maintenance of technology.

**Possible Action:** Develop comprehensive, clearly defined IT policies, create a webpage for CCLS IT, develop an IT project form for new projects, and utilize the service desk to process work orders.

**Deadline:** Ongoing, every year

### Goal: Early Literacy

CCLS will provide support and training to strengthen member library early literacy services.

**Intended Result:** All member libraries will provide early literacy programming for their community and will be a resource for parents to develop early literacy skills in their young children.

**Possible Action:** Member libraries will participate in statewide early literacy initiatives; develop family programming like 1000 Books Before Kindergarten; explore new literacy programs and services; encourage member libraries to share successful program ideas.

**Deadline:** Every year, ongoing

### Goal: Youth Services (Youth to 18 y.o.)

CCLS will support member library efforts to provide high quality-library service to children, teens, parents, and caregivers.

**Intended Result:** Member libraries will have access to development tools and consultancy services to improve youth services; members will have access to shared program materials such as STEAM activity kits and storytime materials; members will have access to training opportunities to enhance their youth services.



**Possible Action:** Create and maintain STEAM and Maker activity kits for checkout by members; coordinate summer reading information and provide workshops; actively promote statewide youth initiatives; support member library collaboration with schools; develop a training rotation that focuses on a specific age group each year.

**Deadline:** Every year, ongoing

### **Goal: Integrated Library System**

CCLS will provide member libraries with a cost-effective integrated library system with customer-friendly discoverability tools, and user-friendly cataloging, circulation, and reporting functions.

**Intended Result:** Patrons will have a user-friendly interface to discover digital and physical items; member library staff will have a user-friendly ILS for cataloging, circulation, and reporting/collection analysis; authority control will be improved.

**Possible Action:** Survey members annually for improvements that may be made to KOHA and develop a plan to begin funding improvements; ILS will incorporate physical and digital items in one catalog.

**Deadline:** Every year, ongoing

### **Goal: Professional Development and Training**

CCLS will provide professional development opportunities, both in-person and virtually, based on the needs of member library staff, and trustees.

**Intended Result:** CCLS will survey members for training needs; member library staff and trustees will have access, in-person and virtual, to relevant training opportunities on fundamentals of library operations, best practices, and trends; on-demand director and trustee orientation will be provided as needed.

**Possible Action:** Provide training to all new directors; hold new trustee orientation virtually and in-person; use survey results to plan training on specific topics; develop a library of recorded training programs to allow library staff and trustees to complete training at their own pace.

**Deadline:** Every year, ongoing





### **Goal: Construction**

CCLS will support the development and funding of library construction projects through the administration of NYS Construction Aid for Public Libraries; encourage sustainable and ADA-compliant building projects; provide consultation services to member libraries in planning construction projects.

**Intended Result:** Member libraries will maximize the use of public library construction funds; members will have support for ADA compliance, sustainability, and broadband access; member libraries will receive system support throughout the application process.

**Possible Action:** Provide information and workshops on construction grants; conduct site visits and provide one on one consultation; provide assistance in completing construction aid applications.

**Deadline:** Every year, ongoing



## FOUNDATIONAL PRIORITIES

### Goal: Cooperative Collection Development

CCLS will provide quality collection development tools and services, and explore ways to make collection development more efficient and effective.

**Intended Result:** Libraries will have access to, and training on, high-quality collection development tools. Library collections system-wide will provide patrons access to materials and information on a broad range of subjects.

**Possible Action:** CCLS staff will assist member libraries through the Coordinated Collection Development Committee made up of CCLS staff and member library representatives to establish system-wide subject coverage; Coordinated Collection Development Committee may assist Central Library Advisory Committee to determine collection areas that could benefit from Central Library Aid support; assist libraries with weeding collections; evaluate collection development tools.

**Deadline:** Every year, ongoing

### Goal: Delivery

CCLS will provide effective delivery service between member libraries to enable efficient sharing of resources.

**Intended Result:** Library materials will move quickly and efficiently between member libraries.

**Possible Action:** Regularly evaluate delivery service to meet member library needs and patron demand.

**Deadline:** Every year, ongoing

### Goal: Interlibrary Loan

CCLS will fill interlibrary loan requests inside and outside of the system.

**Intended Result:** Patrons can request materials be transferred to them from another CCLS library; if not available within the System, patrons can request items out-of-system.

**Possible Action:** Regularly assess ILL policies and procedures to meet patron demand; investigate out-of-system ILL services to ensure that the most cost-effective service is being used.



**Deadline:** Every year, ongoing

### **Goal: Adult Literacy**

CCLS will support member library's adult literacy services, encourage collaboration, and sharing of experiences. CCLS will promote and utilize NYS Library initiatives and resources.

**Intended Result:** Member libraries will have access to mini-grants for adult literacy through designated state funding; member libraries will support the literacy needs, including digital literacy, of adults by providing information, services, and programs.

**Possible Action:** Offer Adult Literacy mini-grants to member libraries through an application process and encourage the participation of community partners.

**Deadline:** Every year, ongoing

### **Goal: Correctional Facilities**

CCLS will provide one state correctional facility and two county jails with library services.

**Intended Result:** Inmates in state correctional facilities and county jails will have access to library resources that support their educational and recreational needs; prison librarian will receive support from CCLS Outreach Consultant.

**Possible Action:** Provide materials to county jails and state correctional facility; regularly communicate with State Correctional Facility librarian.; participate in reentry initiatives.

**Deadline:** Every year, ongoing

### **Goal: Digitization Services**

CCLS will provide information to member libraries to ensure they are aware of the Western New York Library Resources Council digitization program and assist member libraries in digitizing special collections.

**Intended Result:** Member libraries will have clear guidance and technical support to take steps to digitize special collections and preserve their community's memory and culture.



**Possible Action:** Assist member libraries in creating and uploading files to collections; evaluate storage and access options for digitized collections.

**Deadline:** Every year, ongoing

**Goal: Virtual Reference**

CCLS will assist libraries in developing virtual reference services.

**Intended Result:** Patrons will have virtual reference options including by email and/or live chat at every member library; CCLS will regularly evaluate options for improving virtual reference options.

**Possible Action:** Evaluate live chat options; provide email reference with the assistance of the Co-Centrals.

**Deadline:** Every year, ongoing