

POUGHKEEPSIE PUBLIC LIBRARY DISTRICT 2011 – 2013 Strategic Plan

BACKGROUND

Brief History of the Library District

The Poughkeepsie Public Library District is a special legislative district whose sole purpose is to provide public library service to the residents of the City and Town of Poughkeepsie. Created by public vote in 1987, the Library District subsumed Adriance Memorial Library, which had previously been a municipal department of the City of Poughkeepsie. The Library provided services to residents in the Town of Poughkeepsie through an annual contract with the Town. Previous to the creation of the Library District, residents in the Town of LaGrange, who formerly received public library services through a contract with Adriance Memorial Library, created their own association library for the residents of the Town of LaGrange.

Shortly after the creation of the Library District, legal actions were begun by the Town of Poughkeepsie protesting the budget process. After the case worked its way through the State's judicial system, it was finally held that the Library District was not constitutional and revised legislation was enacted to remedy the problem (basically a classic case of taxation without representation). During this period of legal limbo, the Library District reduced programs and services in response to decreased revenue.

With the revisions to its legislation done, the Library District began to flourish in the mid-1990s and saw budgets approved by the voters that finally funded library services at a level more appropriate to serve its chartered population of approximately 75,000 people. As the budget improved, the use of programs and services has skyrocketed. Prior to a minor contraction due to the renovation and expansion of Adriance Memorial Library in late 2007, annual checkouts of library materials exceeded 500,000 and annual visits approached 400,000.

Currently, the Library District consists of Adriance Memorial Library, the historic main library located in the City of Poughkeepsie, and the Arlington Branch Library, in the Town of Poughkeepsie.

Brief Description of the Community

Basic facts about the Library District's community (all data provided by Dutchess County Planning and Development; will be updated with 2010 census information as the Plan is implemented):

- Service Area Population (July 1, 2007 estimate): 72,918
 - 31% of the total service population is considered a minority with the largest minority group being African American
 - almost 22% of the families in the Library District service area live at or below the poverty line
 - the majority of those who are considered minorities and families living at or below the poverty line live in the City of Poughkeepsie
 - there are approximately 4,500 children under the age of 5 and approximately 16,000 children of school age in the Library District's service area
- Combined Population of Service Area and Contiguous Towns (July 1, 2007 estimate): 141,385
- The median income for the City of Poughkeepsie is \$29,389 whereas the median income for the Town of Poughkeepsie is \$55,327
- Geographic Area Served: 33.90 square miles

THE PLAN

Plan Development

The most recent Library District Strategic Plan expired in 2006. That plan characterized the Library District's services in terms of provider and partner goals. Provider goals were related to those services which the Library District alone served in the community whereas partner roles were in collaboration with other governmental or not-for-profit agencies.

POUGHKEEPSIE PUBLIC LIBRARY DISTRICT 2011 – 2013 Strategic Plan

In considering the current plan, recognition is still given to the former provider and partner goals, but the Library District assumes a greater role in moving them forward than in the previous plan. The continued maturation of the Library District as well as the present economic downturn which negatively affects not-for-profit agencies makes this shift appropriate and necessary.

The new plan has been developed using a modified balanced scorecard approach. As such, implementing balanced scorecards typically includes four processes:

1. translation of the vision into operational goals,
2. communication of how the vision will link to individual performance,
3. business planning, and
4. adjustment of the strategy in response to feedback.

The balanced scorecard is a framework that incorporates quantitative and abstract measures of true importance to the organization. The balanced scorecard provides managers with the instrumentation they need to navigate to success.

Structure and Use

Once approved, the Plan will become the foundation for programs and services as well as the basis for performance planning. The Plan will aid departments in clarifying and prioritizing their tasks.

VISION AND MISSION STATEMENTS

Vision Statement

The Poughkeepsie Public Library District will provide vibrant libraries where people want to be. It will meet the needs of a diverse and growing constituency by providing services and partnering with other community organizations. The Board of Trustees, the Staff, and the Friends of PPLD will work together to serve the public and to respond to the changing nature of library services.

Mission Statement

The Poughkeepsie Public Library District will offer the community diverse services and programs resulting in an informed and educated public, and will promote lifelong learning, literacy, and reading.

The mission statement is reviewed periodically by the Board of Trustees of the Poughkeepsie Public Library District.

**POUGHKEEPSIE PUBLIC LIBRARY DISTRICT
2011 – 2013 Strategic Plan**

**PLAN GOALS
STATUS REPORT (February 1, 2012)**

Community Assessment

1. Create a complete community profile to better understand the present community and its trends.

Task	Department	Completion Date	Status
a. Complete community scan.	Administration with managers	June 2011	complete
b. Research available local information (state, regional, county, municipal) which reflects demographic, social, and economic trends.	Administration	May 2011	complete
c. Develop and conduct a community survey	Administration with Planning Committee	September 2011	incomplete
d. Write profile report which describes the community for the next 5 – 7 years.	Administration with Planning Committee	November 2011	incomplete

Managing Service Improvement

2. Evaluate current collection, services, programs, and staffing in relation to changing demographic trends.

Task	Department	Completion Date	Status
a. Revise collection development practices and documentation.	Managers	April 2011	adult collection conspectus complete
b. Develop a patron focus throughout the Library District.	Administration	ongoing	Staff Development Plan focus on customer service
c. Establish appropriate program evaluation measures.	Administration	June 2011	not complete
d. Improve public awareness and knowledge of Library District programs and services.	Administration	ongoing	ongoing; significant press coverage of events; increasing use of social media

3. Establish a coordinated outreach plan to local agencies with common goals and service populations.

Task	Department	Completion Date	Status
a. Identify local agencies with common goals and service populations.	Administration with managers	September 2011	not complete
b. Develop a plan to coordinate outreach	Administration with managers	February 2012	not yet due

**POUGHKEEPSIE PUBLIC LIBRARY DISTRICT
2011 – 2013 Strategic Plan**

to selected groups.			
c. Fund and implement the plan, together with collaborating agencies.	Administration with Finance Committee	ongoing	ongoing
d. Evaluate program and revise accordingly.	Administration	ongoing	Ongoing; research ongoing for appropriate evaluation tools

4. Investigate collaborations with local agencies not typically associated with library use in order to broaden programmatic support.

Task	Department	Completion Date	Status
a. Identify likely target agencies.	Managers	ongoing	ongoing
b. Develop a plan to reach identified group(s).	Administration with managers	ongoing	ongoing
c. Create relevant programming and services for targeted group(s).	Managers	ongoing	ongoing
d. Evaluate programs and revise accordingly	Managers	ongoing	ongoing

Managing Employees, Volunteers, Trustees, and Friends

5. Develop and implement a professional development program for all employees, volunteers, trustees, and Friends.

Task	Department	Completion Date	Status
a. Establish technical competencies for all job classifications.	Administration	March 2011	complete
b. Expand volunteer program.	Administration with Advancement Committee	June 2011	ongoing
c. Create a learning culture through a Staff Professional Development Plan, with appropriate budget support.	Administration and Personnel Committee	Yearly	increased focus on staff education in relevant areas; increasing use of webinars
d. Attract and retain a talented and diverse workforce.	Administration	ongoing	ongoing
e. Create an inclusive internal culture.	Administration and Board of Trustees	ongoing	ongoing

**POUGHKEEPSIE PUBLIC LIBRARY DISTRICT
2011 – 2013 Strategic Plan**

6. Review all Library District policies and revise them as necessary.

Task	Department	Completion Date	Status
a. Read and revise all Board policies, at least bi-annually.	Administration with Board Development & Policy Committee	June 2012	on target
b. Review and revise By-Laws, at least bi-annually.	Administration with Board Development & Policy Committee	September 2011	scheduled for early 2012
c. Review and revise Official Designations annually at the reorganization meeting each January.	Administration and Board of Trustees	December of each year	complete

7. Analyze Friends long-range plan and integrate relevant portions into the Library District’s planning and staffing activities.

Task	Department	Completion Date	Status
a. Undertake Management analysis of FPPLD Plan.	Administration with Advancement Committee and FPPLD Board President	July 2011	not complete
b. Identify areas where Library District financial and staffing resources are required to assist the Friends with Plan implementation.	Administration with FPPLD Board	ongoing	ongoing
c. Develop strategies to increase board-to-board communication and support.	Administration with Advancement Committee	ongoing	ongoing

Manage Financial and Capital Resources

8. Develop a plan to implement expansion of library facilities in the Town of Poughkeepsie.

Task	Department	Completion Date	Status
a. Maintain open communication with Town officials.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
b. Coordinate site selection with Town officials and with consideration of the Town Master Plan.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
c. Select project architect and construction manager.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
d. Develop building program.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
e. Review sites, as	Administration with	ongoing, as necessary	ongoing, as

**POUGHKEEPSIE PUBLIC LIBRARY DISTRICT
2011 – 2013 Strategic Plan**

available.	Planning Committee		necessary
f. Select site and run full due diligence.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
g. Prepare referendum.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary
h. Implement plan upon successful vote.	Administration with Planning Committee	ongoing, as necessary	ongoing, as necessary

9. Diversify funding.

Task	Department	Completion Date	Status
a. Review past grant and fund development activity.	Administration with Advancement and Finance Committees	ongoing	quarterly reports of activity provided to the Board
b. Identify current Library District programs and services eligible for grant consideration.	Administration	ongoing	ongoing
c. Establish written agreement with Friends in order for their organization to be the primary recipient of granting agencies requiring 501(c)(3) status.	Administration with Advancement Committee and FPPLD Board	September 2011	not complete; older agreement in place but it needs to be updated
d. Organize staff to maximize grants potential.	Administration	ongoing	ongoing
e. Secure grant funding for Library District programs and services.	Administration and managers	ongoing	ongoing
f. Work with the Friends on fundraising plans, including book sales.	Administration with Advancement Committee and FPPLD Board	ongoing	ongoing

10. Contain costs and develop cost effective operations.

Task	Department	Completion Date	Status
a. Review past four years' spending patterns.	Administration with Finance Committee	July 2011	not complete
b. Review budget areas for cost containment, including staffing.	Administration with Board of Trustees	ongoing	ongoing; Personnel Plan will be reviewed in early 2012 in preparation for 2013 budget preparation
c. Review program areas for cost containment.	Administration with managers	ongoing	ongoing
d. Review operations for cost containment.	Administration with managers	ongoing	ongoing
e. Implement cost containment measures that result in limited	Administration	ongoing	ongoing

**POUGHKEEPSIE PUBLIC LIBRARY DISTRICT
2011 – 2013 Strategic Plan**

impact on services.			
---------------------	--	--	--

11. Invest in Library District infrastructure.

Task	Department	Completion Date	Status
a. Develop maintenance and replacement plan for Library District infrastructure.	Administration with Planning Committee	December 2011	not complete
b. Develop budget for approved plan.	Administration with Finance Committee	ongoing, beginning in 2012	not complete
c. Implement plan and review every five years.	Administration	ongoing	NA

A written report, indicating the status of each Plan goal, will be provided to the Board of Trustees in June and December of each year.