

Clifton Park-Halfmoon Public Library

STRATEGIC PLAN



Meet. Learn. Do.

NOVEMBER 21, 2016

Facilitated by:

Maverick

& Boutique

WE KNOW CHANGE BECAUSE

WE CAUSE IT

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WELCOME

We are happy to present to you the Clifton Park-Halfmoon Public Library's Strategic Plan. This plan represents hours of work between the Library's staff and Trustees, hundreds and hundreds of comments and feedback from our patrons, and over a dozen conversations with members of our community. We are confident this plan represents the desires and needs of our community and will strengthen the library for years to come.

The purpose of this plan is to help the library achieve its vision of being at the heart of the community - a place where all are welcome to meet, learn, and do! Now more than ever, strengthening the bonds that bring us together as a community is of the utmost importance. The goals and projects in this plan will ensure the library is positioned as the best tool to help cement those bonds of community, nurturing and fostering connections among patrons on a wide variety of topics and interests.

We are fortunate to live in an increasingly diverse community of citizens with myriad cultures, interests, professions and backgrounds. This serves as a great source of inspiration and provides enormous opportunity for shared learning. One of our main goals with this plan is to make sure the library acts as a catalyst to bring otherwise disparate groups of people together around shared interests. Whether it be community gardening, building robots, celebrating the food of our various cultures, sharing musical interests, or just discussing a good read, there are unlimited possibilities to how we can grow and learn together.

We have a vibrant library community with a strong base of support for which we are incredibly proud and thankful. We have a first-class building, excellent collections, some of the best programming in the region, and the most amazing staff. However, as we developed this plan and discussed the future of the library, we recognized it was the experiences we all share through the library that mattered most. These shared experiences, be it celebrating fall and our local farms to kick-off Farm Fest, joining in a community read via Two Towns, One Book, meeting world-renowned authors through speaking engagements at the library, or having serious conversations about important community topics, to name a few, held the most meaning for us and our patrons. These shared experiences are what help bind this community together and we look forward to new experiences we will share together.

We hope you are as excited about this plan as we were developing it. Please join us in making it a reality.

With all best wishes.

The Clifton Park - Halfmoon Board of Trustees



INTRODUCTION

We live in a rapidly changing world in which great opportunities exist for citizens to come together to explore, invent, or reinvent themselves and their communities. Opportunities to:

- Co-create the future we all want to live
- Make wise use of the huge amounts of knowledge at our disposal
- Bridge the cultural, ideological and geographic boundaries that so often get in our way

And opportunities for libraries to be at the center of the action as a trusted partner in cultivating well-being and navigating change.

In its 2014 Report, *Rising to the Challenge: Re-Envisioning Public Libraries*, the Aspen Institute's Communication and Society Program suggests that public libraries are becoming "a key partner in sustaining the

educational, economic and civic health of the community during a time of dramatic change...a central hub for learning and community connections."

The Clifton Park-Halfmoon Public Library (CPH) has a rich history as the center of a vibrant, evolving community. At the heart of the story are individual citizens who stepped up time and again to help the library be born and grow. From its humble beginning on the upper floor of the National Commercial Bank in Halfmoon to the magnificent building, which is its current home, the library has been blessed with dedicated champions who understand its value as a central feature of community life.

In contemplating the future of CPH, the Board recognized the need for a clear vision of how the library might grow and a plan to help it get there.



THE STRATEGIC PLANNING PROCESS

From May through October 2016, the Clifton Park-Halfmoon Public Library and its community engaged in a strategic planning process to imagine and plan for the future of the library. Over 1,000 people contributed in workshops, interviews, through online contributions, surveys and personal communications.

The library staff and board members, senior town officials and citizens representing business and community organizations or themselves, participated in strategic planning workshops, a complete end-to-end conversation-based process that explored the context and trends, our community's vision for the library, a strategic analysis of the library's capability to implement the desired changes and the creation of projects and programs to realize our vision.

A community-wide online survey was made available so that people could participate virtually. More than 900 persons did so, providing a wealth of input to the plan. 60 young people

responded to our one-question Awesome Library survey, adding the dedicated voice of some of our most important—and often unheard—constituents.

The staff, Long Range Planning Committee and board members then joined forces to work in project teams that developed seven strategic goal areas, strategies for realizing each goal and projects or initiatives to implement the strategies. Strategic measures were devised to provide a yardstick with which to measure progress over time.

What we have created is a “living” plan: one that provides a road map to our future as we envision it now *and* that adapts as our vision grows and circumstances change. We have captured and made available not only the information we collected while making the plan, but also the processes we used. We included questions to guide planning meetings and project planning templates, so we can easily explore, plan for and implement new ideas in the future.



OUR VISION

The Clifton Park-Halfmoon Public Library is at the heart of our community. The go-to place to meet, learn and do.

OUR MISSION

The Clifton Park-Halfmoon Public Library nurtures and fosters community connections by providing the space and resources for patrons to be educated, entertained, and enriched.



OUR PRINCIPLES: WHAT WE'RE KNOWN FOR

The following principles are distilled from conversations and outputs of the strategic planning workshops and surveys and are a guide and framework for the governance, policies and services of the Clifton Park-Halfmoon Public Library.

- We provide safe and welcoming spaces for people of all ages, backgrounds and orientations. We encourage diverse points of view and opinions and support the principles of intellectual freedom.
- We recognize and support the importance of all types of literacy (reading, computational, financial, cultural) as a critical component of a successful community.
- We amplify community interests and engagement through exploration, conversations and learning.
- We take a leading role to ensure the digital needs of our patrons are met.
- We are a learning organization, and invest in our staff, technology and infrastructure to improve services.
- We are dedicated to creating sustainable library services; meeting current needs and taking advantage of future opportunities.
- We are committed to the responsible use of public funds and to ensure that the benefits provided by the library justify their costs.

OUR GOALS

WE IDENTIFIED SEVEN STRATEGIC GOALS.

1. **Facilitating Connections and Collaboration:** The CPH community looks to the library as a hub of connection and partnership. We are trusted partners in cultivating community well-being.
2. **Space to Use (Inside/Outside/Virtual):** CPH's physical and virtual space provides community members with vibrant places to meet, learn, do.
3. **Programs and Services Development and Delivery:** CPH's programs reflect and support the diverse culture, interests and needs of our community.
4. **Access to the Library/Beyond the Walls:** CPH is ready and able to support and inspire our community whenever and wherever we are needed.
5. **Collection Development:** CPH's collections serve the current interests and needs of our community, and develop/expand as those interests evolve over time.
6. **Technology and Systems:** CPH is a leader in the creative use of technology for the benefit of our community.
7. **People and Organization Development:** CPH continually develops its people so they are well equipped to be leaders in our organization and our community. We are a learning organization, supporting innovative thinking and encouraging development in areas highlighted by the strategic plan.



STRATEGIES TO REALIZE OUR GOALS

WE DEVELOPED STRATEGIES FOR EACH OF THE GOAL AREAS.

Goal 1. Facilitating Connections and Collaboration

1. Develop strategic partnerships with other organizations to address interests/needs of the community.
2. Facilitate communities of interest and practice.
3. Partner with our community to support it in meeting its needs: “cultivating instead of curating”.
4. Enable community conversations /co-creativity: provide space / facilitation / support, etc.
5. Sponsor/facilitate non-partisan events for citizens to build cross-boundary relationships and community.
6. Work with Friends to develop new partnerships for programs and services.

Goal 2. Space to Use: Inside, Outside and Virtual

1. Develop/redevelop flexible space inside and outside of the library to accommodate a variety of activities efficiently and effectively.
2. Research the use of using non-library-owned spaces for activities via partnerships.
3. Organize/develop physical and virtual space around the concept of a “community commons” or Third Space.

4. Cultivate virtual library community space for discussion and learning via the CPH website.
5. Incorporate sustainable / LEED/green components in development of physical space.

Goal 3. Programs and Services Development and Delivery

1. Support learners of all ages and backgrounds with innovative educational programming and resources.
2. Facilitate the development patron-run programs.
3. Partner with other organizations at CPH and/or other locations to deliver programs that meet emerging community needs.
4. Refine/expand marketing and outreach to ensure that the community is aware and able to take full advantage of library programs and services.
5. Explore partnerships with post-secondary/vocational institutions to deliver programs.
6. Engage and train community talent (volunteers) to build capacity for program organization and delivery.

7. Focus on themes including new citizens/cultural diversity, education for economic success, creating “center for community”, connecting people with common interests.

Goal 4. Access to the Library Beyond the walls

1. Expand the reach of the library through events at other venues/in other communities, embedded librarians, satellite events, etc.
2. Proactively address transportation challenges/getting people to and from the library, so that every citizen has access to what we offer.
3. Provide easier access to content (electronically or physically).

Goal 5. Collection Development

1. Assess current collections to enhance accessibility, diversity and relevance.
2. Cultivate/facilitate new ways for the community to engage with collections.
3. Explore and evaluate non-traditional and shared collections.
4. Capitalize/build on the local history collection to include other physical and digital materials, such as oral histories.

Goal 6. Technology and Systems

1. Evaluate current technology and systems and create a plan for

enhancement/expansion to achieve greater productivity, efficiency and quality of service.

2. Develop/enhance programs that support technical literacy for members.
3. Leverage technology applications to facilitate connections within our community and between our community and others.
4. Use technology to increase inclusion and access for all to knowledge and opportunity.

Goal 7. People and Organization Development

1. Engage staff by encouraging collaboration for positive results.
2. Invest in staff development to create a culture of continuous learning; one that encourages thoughtful innovation and experimentation, provides a supportive environment and the time/space for development.
3. Develop organizational structures to align with strategic goals and objectives.
4. Engage in board development.
5. Cultivate connection between the board and the staff, so everyone gets to know each other, including non-business-related activities.
6. Provide community members with an opportunity for meaningful service through the library.



FOOD FOR FINES

NEW PRIORITY PROJECTS

A key part of the planning process was to identify projects to support the seven goal areas. This process generated a long list of potential projects suggested by workshop participants, survey respondents, staff and board members. The following list of projects has been identified as initiatives that the staff and Board will explore and, when feasible, will develop and implement fully.

It is expected that over the course of the time period covered by the Strategic Plan that some of the projects listed may be eliminated and others that are more suited for the community will be identified and developed.

Goal 1. Facilitating Connections and Collaboration

- 1. Facilitating Community Conversations:** Hold workshop on facilitation for library and community leaders. With community partners, provide a forum for the discussion of a wide range of social, political and environmental issues based on community interest and popular topics. A plan will be developed to ensure regular events across a variety of topics.
- 2. Community Partnership Development:** Identify key projects and initiatives in the community that could benefit from support provided by the Library.
- 3. Words of the World:** Develop and maintain a database of staff and volunteers in the community who speak a variety of languages and who would be willing to volunteer to help other individuals needing translation assistance.
- 4. Special Needs Resources:** Curate and consolidate information resources for young adults and adults with special needs, which are accessible in a variety of formats. Create connections and partnerships with local organizations working

with individuals with special needs in order to explore the types of services and programs that could be provided by the library.

- 5. Community Gardening:** Reach out to staff, community experts and organizations and patrons to create a volunteer working group to evaluate the potential interest in the development of a community garden.

Goal 2. Space to Use: Inside, Outside and Virtual

- 1. Cafe Feasibility Study:** Research options for a café and/or community meeting space at the library and provide a recommendation to the Board for action.
- 2. Teen Space:** Create a plan for the development of a teen friendly area. Develop a proposal to be presented to the Board of Trustees.
- 3. Flexible Space Planning:** Evaluate the patron's physical space requirements at the library including space to study, meet in small and large groups and the need to access technology both collaboratively and individually. Provide a report to the Board on recommendations for changes.

4. **Reading Garden Access and Use:** Promote the availability and use of the Reading Garden through better access and signage both from inside and outside the building.
5. **Outdoor Performance/Program Space:** Develop a working group of

staff, Friends of the Library (FOL) members, and interested community organizations and groups determine the need for an outdoor programming or meeting space on Library property. Provide a report to the Board based on the results of the evaluation.



Goal 3. Programs and Services Development and Delivery

1. **Marketing and Rebranding:** Create a team of staff and consultants to develop a strategy to improve the external and internal marketing and communications to better inform current patrons and non-users about library programs, services and collections.
2. **Digital Signage Management System:** Work with staff, consultants and the FOL to implement a content management system to allow library staff to create and upload messages to the public through digital signage.
3. **International Friends:** Increase the number of intergenerational

programs that celebrate and share the community's cultural diversity.

4. **Evaluation of Existing Programs and Services:** Develop a framework for the evaluation of existing programs and the viability of new programs based on community needs, library resources and future trends. Explore options for creative scheduling of programs and services.
5. **Bikes & Books:** Encourage green transportation methods to the library and within the community by providing additional bike rack and locks for loan. Work with community partners to develop programming and bike path information.



Goal 4. Access to the Library Beyond the walls

1. **Satellite events:** Design a community outreach plan to evaluate and document current off-site and outreach activities. Identify priority programs, services, locations and populations and staffing resources needed to support the plan.
2. **Library on the Go:** Evaluate the need for deposit collections in non-library sites. Determine locations, collection type, funding, staffing and provide a report to the Board
3. **Digitize/Podcast current library programs:** Create a pilot project to podcast specific programs for public access.

Goal 5. Collection Development

1. **Foreign Language Collections:** Evaluate the need for the development of collections in languages other than English and include in collection development policies and plans where appropriate.
2. **Collection Display:** Create a staff working group to introduce patrons to library materials they may not be aware of by improving the way collections are displayed and featured, both physically and virtually.
3. **Non-traditional Collections:** Explore the community's interest in the addition of non-traditional collections through the development of a pilot ukulele lending program.

Goal 6. Technology and Systems

1. **Website Redesign Project:** Create a team of staff and consultants to develop a plan to redesign the Library's website in order to create an engaging, patron friendly site and provide a recommendation to the Board.
2. **Credit Cards for Fines and Fees:** Provide patrons with the option of paying for library fines and fees with credit cards and debit cards.
3. **Customer Service / RFID Evaluation:** Evaluate the costs and benefits of introducing RFID technology at CPH in order to improve customer service and processing time for materials and make a recommendation to the Board.
4. **Library Mobile Notices:** Purchase or develop technology to create custom push notifications for community and library events.

Goal 7. People and Organization Development

1. **Compensation and Benefits Structure Analysis:** The personnel Committee, with support from staff and consultants, will evaluate the current compensation structure and salary schedule make a recommendation for action as part of the 2018 budget development process.
2. **Project Management:** Develop and introduce project management techniques to improve resource planning and align staff initiatives with strategic priorities.
3. **Key Competencies:** Identify key competencies for staff at all levels. Determine the best training and professional development methods and incorporate key competencies into performance evaluation.
4. **Volunteer Coordination:** Evaluation the need for a volunteer program and the associated staff to accommodate volunteers both in the library and with other community organizations.
5. **Job/Time Study:** Evaluate the current staff workloads in order to identify staffing gaps and to realign organizational priorities.



HERO TRAINING CAMP

TIMELINE FOR PROJECTS

WE DEVELOPED THE FOLLOWING SCHEDULE TO GUIDE US IN TAKING ACTION.

Project	2017				2018				2019			
	January	April	July	October	January	April	July	October	January	April	July	October
Goal 1: Facilitating Connections and Collaboration												
1.1 Facilitating Community Conversations												
1.2 Community Partnership Development												
1.3 Words of the World												
1.4 Special Needs Resources												
1.5 Community Gardening												
Goal 2: Space to Use: Inside, Outside and Virtual												
1.1 Café Feasibility Study												
1.2 Teen Space												
1.3 Flexible Space Planning												
1.4 Reading Garden Access and Use												
1.5 Outdoor Performance / Programming Space												
Goal 3: Programs and Services Development and Delivery												
3.1 Marketing and Rebranding												
3.2 Digital Signage Management System												
3.3 International Friends												
3.4 Evaluation of Existing Programs/Services												
3.5 Bikes & Books												
Goal 4: Access to the Library Beyond the Walls												
4.1 Satellite Events												
4.2 Library on the Go												
4.3 Digitize / Podcast library programs												
Goal 5: Collection Development												
5.1 Foreign Language Collections												
5.2 Collection Display												
5.3 Non-traditional Collections												
Goal 6: Technology and Systems												
6.1 Website Redesign Project												
6.2 Credit Cards for Fines and Fees												
6.3 Customer Services / RFID Evaluation												
6.4 Library Mobile Notices												
Goal 7: People and Organizational Development												
7.1 Compensation and Benefits Structure Analysis												
7.2 Project Management												
7.3 Key Competencies												
7.4 Volunteer Coordination												
7.5 Job/Time Study												

AN IN DEPTH LOOK AT THE PROCESS

The Context: Challenges and Opportunities

The Clifton Park-Halfmoon Public Library community, in collaboration with the consultants, identified local, national and global trends that are having an impact on its citizens and determine the kinds of services needed to meet emerging challenges and opportunities. These influence how the library might interact differently in the future with patrons, partners and stakeholders to co-create success for all.

THE WORLD

Explosion of technology: Technology is evolving and spreading at an ever-increasing rate. People need to be technically literate to do even essential things like file taxes or health forms; and there a “digital divide” between those who can and cannot keep up.

Information overload: Information is everywhere and people often have a hard time making sense of it and knowing which information is accurate and/or useful.

Changing jobs, changing skills: The explosion of technology has brought with it the need for people to have a high level of technical literacy and skill. This is particularly true with regard to jobs, many of which require STEM skills.

Increasing cost of everything: Rising costs create challenges for individuals, families and communities.

Growth in freelancing: There is a trend toward freelancing and entrepreneurial work as career opportunities change, resulting in a new contracting class that makes increasing use of the library’s Internet access, research and meeting place resources.

Anticipatory, on-demand economy: People expect to have things “now”, delivered to them when and how they

want them. They are also used to businesses like Amazon making recommendations for choices based on their purchasing history.

“Always on” citizens: Life has become much higher pressure due to the expectation that people are “always on” and available to receive and reply to communications.

Hyper-connected world: People and communities (physical and virtual) have the opportunity to be intensely connected via social media and other technologies, leading to questions about how we define community and interact with each other.

Polarized citizen discourse: The exponential growth in information and knowledge has been accompanied by a growing ideological divides that need to be bridged so people can understand each other and work together well.

Environmental stewardship: There is increasing awareness of the impact humans are having on the planet. People are more interested than ever in green technologies and renewable resources..

Unequal access: Many people lack skills and access to the resources they need to participate fruitfully in an increasingly technological society. This includes digital literacy and reliable access to the

Internet, which is now required for many everyday activities such as filing taxes and participating in education.

High tech meets high touch: As virtual connection becomes more a part of

everyday life, people are also wanting to gather in person to do things and share their lives. This is demonstrated in many ways, including the popularity of coffee shops and events where participants are asked to leave their “devices” at the door.



OUR COMMUNITY

More culturally diverse: Immigration has resulted in an influx of people of different cultural, religious and ethnic backgrounds to the Clifton Park-Halfmoon community, enriching community life, and also requiring the library to develop collections and programs to serve their interests.

“Third Space”: People of all ages value the idea of a center in their community, both literally and figuratively, in which to gather to share their lives and experiences. The design community calls this the “Third Space”.

Aging population: From 2010 to 2030 the overall population is projected to increase by 14.2%, while the population 65+ is projected to increase by as much as 48%.

Transportation needs: Some people in our community, particularly children from low-income families, don't have access to transportation that would

enable them to take advantage of what the library has to offer. Getting kids to the library might also help their parents engage.

Crucial conversations: The community has a need for information and productive dialogue on issues such as heroin epidemic, cyber security, government information, etc.



LIBRARIES

Demand for Multiple Media Formats: Demand for library titles spans several generations of technology - books, CD, DVD, microforms and the Cloud. This has a significant cost attached.

Expecting More from Libraries, Not Just Books: Eminent librarian, Professor R. David Lankes, author of *Expect More*, says we should expect more than books from libraries. Libraries will offer new collections such as talents you can check out, help in improving society and a platform for knowledge creation and sharing. They will also be "skilled in transformative social engagement" in order to identify community needs and "help guide a continuous change process".

New Models of Library Service Delivery: New library service models are also emerging, for example the little free library for books to share outside every home in a neighborhood or the library

embedded in another organization or co-located with other services.

Citizens Are Learning to Think-act Like Librarians: There is also a shift underway to citizens acquiring the kinds of skills we expect of librarians, the ability to undertake research and develop collections from which to create and offer new programming.

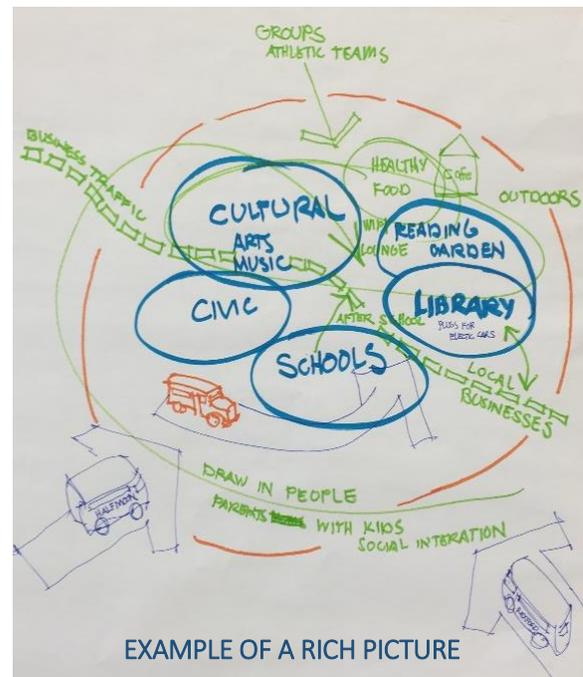
People Becoming More Time Poor: Many citizens are increasingly time poor which can limit the times during the day when they can access the library. This means that libraries may need to open in the evening to provide universal access.

ENVISIONING THE FUTURE OF CPH

Participants in strategic planning workshops collaborated on envisioning the ideal future for the Clifton Park-Halfmoon Library. Each group drew a “rich picture” depicting its vision, then shared its picture with the larger group.

Common themes that emerged include:

- The library at the hub the community
- Multiple media and service types offered by the library
- Vibrant connections between groups and organizations, such as the schools, communities of interest, and different age cohorts
- The library as an active partner in community life
- The library as a facilitator of multi-cultural and multi-generational activities
- Wise use of technology to connect people to each other and to ideas



STRATEGIC ANALYSIS

Participants in strategic planning workshops were asked to consider—in light of the trends and the various visions for the library—what the library is doing well and what we might invent or reinvent that would make a difference to our success. Community and teen survey participants were also asked what might make our library even better.

WHAT WE'RE DOING WELL

All groups recognized the CPH staff as one of our greatest assets. Words like “creative”, “knowledgeable”, “enthusiastic” and “caring” were used freely. The Friends and volunteers were also recognized as making our library a wonderful place. People also love what one group called the “welcoming atmosphere” at the library. People enjoy having the space to meet and learn and

appreciate the attention given to making the library and its grounds environmentally friendly.

Programming for children and adults was also applauded, and was particularly recognized for its comprehensiveness and creativity. The access to technology and support for learning about it is much valued as well.

WHAT WE MIGHT DO BETTER

The community had many suggestions via workshops and surveys about how the space and activities at CPH might be enhanced. All suggestions may be viewed online in the supporting documents for the plan. Highlights include:

Space:

- The invention of dedicated space and activities for teens
- Maker space activities
- A café or similar space where people can meet informally and enjoy refreshment
- More quiet spaces for studying
- A performance space
- Flexible, collaborative space for both the public and staff
- More “green” attributes, such as solar panels
- Greater after-hours access to materials
- Extended hours for community events

People and partnerships:

- More/better communication with the community
- A volunteer tech task force to help patrons with technology
- More ways for the library to facilitate citizens giving back to their community
- Staff with multi-language skills
- Partnerships with community groups, the private sector, local government and institutions of higher education
- Enhanced training for staff in technology and other things to help them stay current
- Getting underserved community members to the library

Technology and systems:

- Improved website
- Library app



FACTS AND FIGURES ABOUT THE LIBRARY

The following selected statistics, mostly from 2016, provide a snapshot of the activities of the CPH at the time of the strategic planning process.

SUMMARY

- **Budget:** \$4,200,101
- **Service area population:** 56,138
- **Number of library cards:** 48,045
- **Staff:** 115 full-time and part-time
- **Library building:** The current building is 55,000 sq. feet and opened December 11, 2006

CIRCULATION

- **Annual circulation:** 806,050
- **Highest monthly circulation:** 75,529 (July)
- **Average monthly circulation:** 70,648
- **New cards:** 2,502 new cards created in 2016; 208 per month or 7 per day

TECHNOLOGY

- **Staff computers:** 70 computers; 6 iPads
- **Public computers:** 68 computers and laptops; 6 iPads

DIGITAL SERVICES

- **Facebook:** 2,416 page likes
- **Website:** 377,594 visits in 2016
- **Public computer use:** 49,406 sessions
- **Servers:** 7 servers

- **Wi-Fi:** 50,000 sessions

COLLECTIONS

- **Spending on collections:** Print materials, \$193,756. Electronic materials, \$82,008. Audio visual materials, \$91,121.
- **Adult collection size:** Fiction – 43,264; Non-fiction – 34,767
- **Children's collection size:** Fiction – 39,152; Non-fiction 23,751
- **Audio-visual collection size:** Audio books and music CD's – 11,269; DVDs – 16,750
- **Digital materials:** e-books and downloadable audio books from OverDrive and Cloud Library; digital magazines through Zinio; downloadable music through Freegal
- **Digital magazines:** added digital magazines for public with Zinio in 2015.

PUBLIC SERVICE

- **Reference questions answered:** 49,643
- **Online resources:** 20 databases; 28,196 logins
- **Interlibrary loan:** borrowed: 72,828; loaned: 37,389
- **Room use:** 438 community, civic and non-profit organizations booked program rooms
- **Library visits:** 426,376 annually; approx. 1,200 per day

PROGRAMS AND OUTREACH

- **Total programs:** 1,285; 28,514 attendance
- **Adult Programs:** 448; 10,999 attendance
- **Children's programs:** 569; 15,841 attendance
- **Teen programs:** 50; 575 attendance
- **Computer programs:** 218; 1,099 attendance
- **Tech tutoring:** 148 one-on-one sessions
- **Outreach:** 51 outreach events for 4,139 people. **English Language Learning Classes:** 2,068 patrons attended over 124 programs
- **Summer Reading:** over 1,000 children participated and recorded 341,288 minutes of reading. 54 teen volunteers logged over 761 hours.
- **Author visits:** Author visit from Pulitzer Prize winning author Elizabeth Strout as well as Nathalia Holt and Archer Mayor

NEW INITIATIVES

2015 SALS Program of the Year – Received Program of the Year Award in 2015 for *Tuesday Bridges* a monthly program developed in partnership with Saratoga Bridges providing a one hour reading and craft program for Saratoga Bridges clients (developmentally challenged adults)

Code Crew: An after school club coding program for elementary and middle school students who use Scratch to create an informational, educational tool for the public to use to learn more about what the CPH Library has to offer. Participants work in teams using programming skills, teamwork, and a project management process (based on the Junior Achievement model).

Real Talk: Heroin: A partnership between CAPTAIN Youth and Family Services, the Shenendehowa School district and the library to present a panel session on the heroin crisis. Program designed and executed by high school students.

PARTICIPANTS IN THE PLANNING PROCESS

A big thank you goes out to everyone who so generously shared their time and creativity to make the 2016 CPH strategic planning process a success.

CPH BOARD OF TRUSTEES

- Mark Attmore (LRP Committee Chair)
- Megan Brown
- Jason DiGianni (Board President)
- Suzanne Dugan
- David Golden
- Mary-Alice Lynch
- Maria McMunn (LRP Committee member)
- Stephen Meyer (LRP Committee member)
- Edwin Rodger (LRP Committee member)
- Purushothaman Srinivasan
- Russell Wise

Board Attorney: Joseph Gaug

MAY 11, 2016 BOARD / STAFF WORKSHOP

All trustees attended and:

- Ann Cocca
- Jim Foster
- Teresa Gallant
- Judy Gerwitz
- Alex Gutelius
- Gwen Heekin
- Lou Ann Stewart
- Angela Strong
- Melinda Taormina



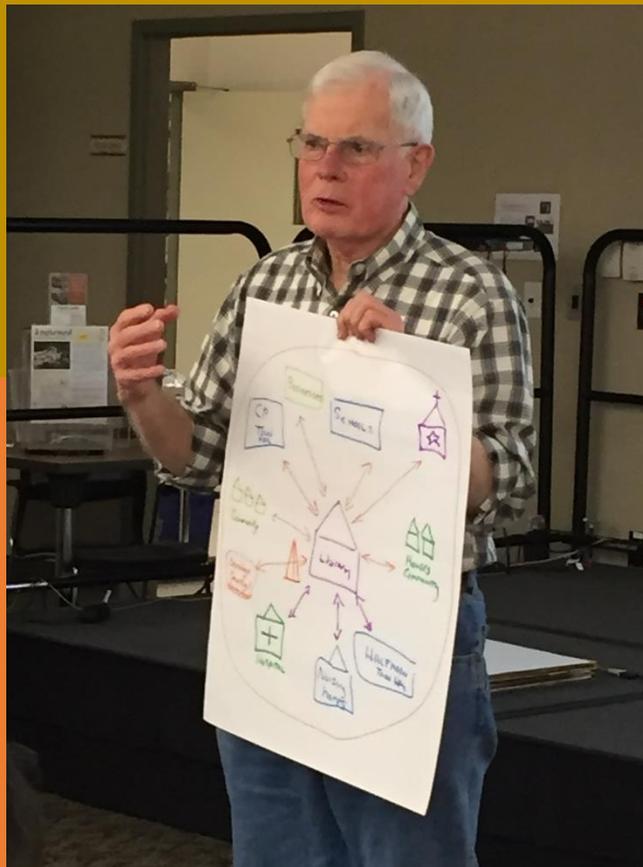
COMMUNITY WORKSHOPS

May 18, 2016 - 1pm

- Vicki Adams
- Olga Aristova
- Tenaya Bannon
- James Bold
- Becky Carman
- Stephanie Carpenter
- Dave Connelly
- Diane Curley
- Rebecca Dyehouse
- Joel Friedman
- Marybeth Hassett-Murphy
- Diane Hughes
- Wilma Jozwiak
- Alla Kogan
- Janet Kreason
- Melanie LaFelche
- Gregory Lees
- Judy Lees
- Mary-Alice Lynch
- Paul Mahar
- Barbara Reese
- Christene Thurston
- Sandra Wallace
- Paula Weaver
- Loueen Whalen
- Ashleigh Whitfield

May 18, 2016 - 6pm

- Scott Bartow
- Ryan Cullam
- Nancy Dering
- Rocco Ferraro
- Diane Madrigal
- Jennifer Olsen
- Marilyn Otto
- Lucinda Robertson
- Francine Rodger
- Mary Frances Verostek
- Gail Winters



- Herb Alfasso
- Sheila Alfasso
- Mary Blaauboer
- William Connor Jr.
- Joe Conroy
- Steve Davidson
- Sara Dallas
- John Halvorsen
- Maggie Hume
- Daphne Jordan
- Myla Kramer
- Bonnie McGuire Jones
- Sheila Morrone
- Maryann Pekalski
- John Scavo
- Alison Starkey

August 1st Evening Workshop with Trustees and Supervisors

Board of Trustees

- Ann Cocca
- Teresa Gallant
- Gwen Heekin
- Lou Ann Stewart
- Angela Strong
- Jim Foster

August 30th Board Workshop

Board of Trustees

September 22 Staff Workshop

- Jim Foster
- Angela Strong
- Ann Cocca
- Lou Ann Stewart
- Melinda Taormina
- Vicki Adams
- Judy Gerwitz
- Janice Anderson
- Dori Loughran
- Doris Halvoersen
- Marcia Pokorny
- Janet Kreason
- Cindy Robertson
- Barbara Reese
- Paula Weaver
- Patrick Dwyer
- Mary Carrier
- Rebecca Dyehouse
- Linda Loeser
- Tenaya Bannon
- Alison Starkey
- Ashleigh Whitfield

INTERVIEWS

- Phil Barrett, Supervisor, Clifton Park, NY
- Rebecca Carman, Director of Policy and Community Development Shenendehowa Central Schools
- Rocco Ferraro, Executive Director, Capital District Planning Commission
- Kevin Tollisen, Supervisor, Halfmoon, NY
- Friends of CPH Leadership Team Members: Wilma Jozwiak, Kathy Browne & Sheila Morrone

COMMUNITY SURVEYS

We received 972 responses for the Future of the Library Survey and 58 Awesome Library Survey responses from CPH teens.

Thank you all!

APPENDIX 1: THE LIFE OF THE CLIFTON PARK-HALFMOON LIBRARY

By Ed Rodger

The Early Community

Through the first half of the 20th Century the towns making up the southern part of Saratoga County were almost entirely rural. They included Clifton Park, Halfmoon, Malta. It also included the City of Mechanicville and the town and village of Waterford. Route 9 was the north/south artery, passing through various villages and hamlets.

Work on I-87 between Albany and Saratoga began in the late 1950's and was largely completed by 1961, which made the southern county easily accessible from Albany. The opportunity this presented was not lost on various developers, who proceeded to buy up farmland and begin construction on residential developments. The most prolific of these was Robert Van Patten, who built Country Club Acres, Clifton Knolls, Country Knolls, Country Knolls West and Country Knolls South.

The rapid influx of mostly young families in the residential subdivisions put tremendous pressure on the municipalities, mostly the schools. Prior to this growth the area was served by 22 one-to-four room schools scattered throughout the towns. In 1950 the schools were consolidated into the Shenendehowa Central School district, serving Clifton Park, much of Halfmoon and parts of Ballston Lake, Malta, and Stillwater. The district reached a peak population of around 10,000 students, and is about at this level today.

Starting a Library - First Location

With the growth in population came a demand for other municipal services, in particular a library. In the early 60's the only library service was a book mobile operated by the Southern Adirondack Library System, and a small local library serving Round Lake.

In response to public demand, several actions took place in the late 1960's.

- 1966 – Rotary Club launched a steering committee to start a Library for Clifton Park and Halfmoon
- 1967 – Shenendehowa School district residents vetoed the creation of a school district library
- 1968 – Shenendehowa Free Library association was founded by a group of interested community members who agreed on the need for a library, and who were willing to commit time and energy to make it happen. As a result the first version of the Shenendehowa Free Library opened in 1969 in donated space on the upper floor of the National Commercial Bank

More Space Needed – Second Location

Almost immediately the space in the bank became too small, so in 1970 the library moved to one of the now vacated old school houses, which was leased from the school district for \$1 per year.

While this space was also inadequate to serve the community demand, the Board of Trustees set about making the library

functional. They hired a professional librarian as Director, and focused on obtaining sufficient funds to keep the library operating. In the early days a desirable qualification for trustees was plumbing, carpentry or electrical skills. What trustees were able to do meant that contractors did not have to be hired. Operating funds were obtained through contracts for service with the Towns of Clifton Park and Halfmoon, and vigorous fund raising efforts by interested volunteers.

Friends of the Shenendehowa Library – Community Support

In 1973 the Friends of the Shenendehowa Free Library was established primarily to help with fundraising. The Friends conducted a number of different activities and events, among them the annual Dinner Dance, which became a major social event in the community in the 70's.

In 1974 at the Annual Dinner Dance the Board announced that it was beginning a search for a permanent site for a new, purpose-built library. The dance was on a Saturday night. On the following Monday the Board received word that a parcel of land off Route 146 would be donated. One of the dinner dance attendees was David Reibel, the attorney for Steven Vinciguerra who owned several parcels in Clifton Park and would be willing to donate.

First Real Library Building

In 1977 the Trustees launched a fundraising drive to raise money to build a new library on the donated land. At the same time, the land was evaluated for suitability for a new library, and was determined to be unsuitable due primarily to utility access difficulties. In response Steven Vinciguerra and his nephew Michael Vinci donated a different parcel, on what is now Wall Street.

Between 1977 and 1979 the building development fund drive raised individual and corporate pledges of \$250,000. This was a door-to-door campaign reaching out to friends and neighbors to obtain a three year pledge. Nearly all of the pledges were honored. The Schenectady Savings Bank issued a \$250,000 mortgage, which was guaranteed by the Burke and Rodger families. The architectural firm of Feibes and Schmitt was hired to design the building, and construction was completed in December of 1980. The new 4600 sq. ft. building opened in 1981. This was the first “real” Shenendehowa Free Library building, built with public donations and personal guarantees.

Creating a Public Library District

While the new building was a great improvement over the earlier efforts, it still became apparent early on that the building had insufficient space to meet community demand. In addition there was the constant effort to generate sufficient funds to pay the mortgage and meet the daily operating expenses. In 1984 the trustees established a Long Range Planning Committee to identify ways to stabilize funding and cope with growth. As a result of these efforts the Clifton Park Public Library District was created in 1985. Trustees would adopt an annual budget, to be approved by Clifton Park voters and resulting in the collection of property taxes, along with electing library trustees. Halfmoon continued to receive services through an annual contract.

Because the trustees continued to hope that Halfmoon would someday join the district, the library unofficially adopted the name Shenendehowa Public Library.

In 1988 Halfmoon voters defeated a proposal to include Halfmoon in the Library district, and Clifton Park voters

approved a library expansion to 18,600 square feet.

Halfmoon Joins the District

In 1990 the enlarged library opened, and throughout the 90's experienced growth in circulation, collection and programs. A proposal to further expand the library was defeated in 1994, and in 2000 the Board again addressed the need for expansion by beginning planning for a new building, since there was insufficient room for growth on the Wall Street site. But before these plans got very far along a representative from the Town of Halfmoon approached the Board suggesting that it might be time that Halfmoon joined the district. Since this would greatly expand the library's resources, work on a new building was put on hold while the board engaged in a campaign to achieve a positive outcome on a public referendum to have Halfmoon included in the district. New legislation for a Clifton Park Halfmoon Public Library District was passed by the NYS legislature and in 2002 a public referendum approved forming the combined district. In Halfmoon the referendum passed by

one vote, but that was sufficient to form the new district.

The Clifton Park Halfmoon Public Library the Community Deserves

The trustees immediately began an extensive search for a suitable site; engaged the architectural firm of Woodward, Connor, Gillies & Seleman to develop a building design; and asked for public approval of a \$15 million, 68,000 sq. ft. building on Moe Road. This proposal was defeated, but the board felt strongly that a larger facility was needed, so they authorized a new proposal process, searched for and secured land, and conducted an extensive education and public information effort, which resulted in approval of a \$15 million, 55,000 sq. ft. plan.

Groundbreaking for the new building took place in the summer of 2005, and the new building received patrons on December 11, 2006. At last the library had facilities that would full meet demand, at least for a few years. But now, ten years later, some facilities are stretched and the Board is planning for its future.

