



PORT JERVIS FREE LIBRARY  
STRATEGIC PLAN  
2017-2021

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# Port Jervis Free Library Strategic Plan 2017-2021



## Strategic Plan Elements

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# Port Jervis Free Library Strategic Plan 2017-2021



## 1. Strategic Planning Process

The Port Jervis Free Library Strategic Planning process began in June of 2016 with the objective to identify goals and develop a five-year strategic plan to assess the adequacy of or gaps in current library resources and programs which support the long term strategic plans of the Port Jervis Free Library. The Board of Trustees along with the Library Director set out to develop guiding principles, goals, and proposed activities to meet the needs of the community for the next five years. The plan was to address the library's collections, technology, staffing, services, and facilities. And, to examine community needs by meeting with community members and stakeholders to identify requirements with respect to future trends and technologies. The purpose of the strategic plan is to position the library to proactively provide service that meets changing needs in a cost effective manner and to educate stakeholders about library services. A consultant was hired to identify these goals and facilitate the Strategic Planning Process.

## 2. Guiding Principles

– the following Guiding Principles were developed with the Board of Trustees and Library Director to serve as a basis for the activities identified in the Strategic Plan, as well as guide daily activities of staff and future goals of the organization.

**Life-long learning** - PJFL strives to promote literacy, life-long learning, and a love of reading to encourage intellectual and professional development throughout an individual's life.

**Community** - PJFL is an essential resource, connecting a unique and diverse population with ideas, information, technology and each other in a safe and welcoming environment. PJFL seeks to form strong partnerships with other organizations to better serve the area and manage the limited resources of a small community most effectively.

**Integrity** - PJFL recognizes the importance of creating an environment where integrity, trust, and privacy are paramount and ensures information is handled in a manner that protects and respects each person and their right to know.

**Innovation** – PJFL is always open to new ideas and approaches, welcomes creativity, and pursues advancements in technology to keep its programs, services, and facilities current.

**Service** – PJFL is customer focused and strives to deliver excellent service and positive experiences. The staff is the library's most valuable resource and their dedication is recognized. They are hardworking, friendly, and knowledgeable and eager to offer options and solutions to the public and each other.

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## 3. The Vision

The Port Jervis Free Library is an integral part of the community and a focal point for information and activities throughout the area.

## 4. The Mission

The Port Jervis Free Library is dedicated to the development and promotion of collections, services, and programs which provide opportunities for educational, business, professional, and personal enrichment. The trustees, director, and staff together are committed to excellence and innovation in library services and operations as well as growth consistent with the community's ability to provide funding and support.

## 5. Community Summary

Port Jervis is located in the southern corner of New York state in Orange County. It is situated on the scenic Delaware River on the border of New Jersey and Pennsylvania. As of July 2015 US Census estimates (<http://www.census.gov/quickfacts/table/PST045215/3659388>), the total Port Jervis population was 8,609 people down 2.5% from the Census population for April 2010 of 8,828. The Port Jervis median household income was \$38,397 in 2010-2014 and has grown by 26.97% since 2000. The income growth rate is lower than the state average rate of 35.25% and is about the same as the national average rate of 27.36%. (<http://www.usa.com/port-jervis-ny.htm>)

The following statistics represent Port Jervis Free Library's service area:

Approximate population served	17,500
Registered Borrowers	7,558
Total Circulation	74,004
Interlibrary Loans Provided	11,263
Interlibrary Loans Received	11,088
# of borrowers outside PJ School District area	600

## 6. Library Background

The Port Jervis Free Library supports a diverse community across the tristate region of New York, New Jersey, and Pennsylvania. The library serves the Port Jervis School District which is spread over 125

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square miles, as well as the towns of Cuddebackville, parts of Forestburgh, Godeffroy, Huguenot, Sparrowbush, Westbrookville, Wurtsburo, and Deerpark.

Today, the Port Jervis Free Library remains as one of the few Carnegie libraries in the United States which continues to fulfill its original purpose. There has been a library in Port Jervis since about 1835, when state legislation allowed for the creation of school district libraries. Efforts to enhance the library began in 1848 along with the creation of the Port Jervis Literary Association in 1865, whose main purpose was to provide for a public library and reading room.

Now known as the Port Jervis Free Library, it was organized in August 1892, the first in New York State under the Free Library Law of 1892. Up until 1903, the library was located on the second floor of the Farnum Building on lower Pike Street. By 1893, the library had outgrown its space and in 1899, efforts were begun by prominent businessmen to construct a library building in the village.

After a long and dedicated effort, locals convinced steel industry magnate, Andrew Carnegie, to donate money towards its construction. With a substantial contribution of land made by local businessman Peter Farnum, and finally a contribution of \$30,000 by Carnegie, the building of a library became possible. In February 1901 local residents were, according to the local newspapers, "electrified" by the announcement of Carnegie and Farnun's donation.

Among the library areas of service are:

- A periodical and reference room with microfiche machines and public access Internet computers
- Reference desk and public use photocopy machines
- Fiction and non-fiction rooms
- Separate children's section on the 2nd floor
- Public meeting and local history rooms
- Bulletin boards for civil service job openings and area events

A permanent Stephen Crane photo exhibit opened at the library on the author's Nov. 1 birthday in 2016. Images feature those from the archives of the Minisink Valley Historical Society illustrating Port Jervis, and its region as Crane would have known it. Original historical research incorporated into photo descriptions highlight Crane's relationship to the area, and its likely impacts upon his work.

The Port Jervis Free Library is an archive repository for the Minisink Valley Historical Society ([www.minisink.org](http://www.minisink.org)). Because of its association with the Ramapo Catskill Library System ([www.rcls.org](http://www.rcls.org)), the Port Jervis Free Library is able to acquire books for its members from libraries throughout the region.

## 7. Community Assessment Survey

A Community Assessment Survey was developed to collect feedback from the Port Jervis community and surrounding areas. 289 respondents completed the survey through a surveymonkey.com online

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survey as well as a printed version. The data from the paper surveys was entered and is included in the *Appendix A - Summary of Survey Results*. The survey responses represent 4% of library card holders and less than 2% of the population served. Recommendations within the Strategic Plan point to the need for community outreach and continued efforts to capture more input from across the community.

## 8. Focus Group Sessions

Focus group sessions were conducted to provide an opportunity for community stakeholders to meet, express their perspectives, and provide input to the long term planning process of the library. The following meetings were held:

August 12, 2016 – Port Jervis Free Library Staff Session

August 17, 2016 – Port Jervis Free Library Hub Staff Session

September 6, 2016 – Port Jervis Free Library Board of Trustees and Friends of the Library Session

September 22, 2016 – Port Jervis Municipal, Legislative, School, and Community Organizations Session

October 4, 2016 – Community Wide Public Session

Input collected from the Focus Group Sessions is available upon request.

## 9. Strategic Plan Goals

Based on the information gathered from the community, the Board or Trustees, and the Library employees, the Port Jervis Free Library will develop plans to achieve the following five strategic planning goals during the next five years. All activities in pursuit of these goals as defined within the Strategic Plan should incorporate the Guiding Principles developed as the first step in the Strategic Planning process. In addition, the Library has an incredible opportunity to participate in the revitalization efforts developing across Port Jervis and the surrounding community. These efforts will help frame how the community develops, attracts visitors, and grows to meet the needs of the community for many years to come. This should greatly assist the Library in achieving its vision to make the Port Jervis Free Library an integral part of the community and a focal point for information and activities throughout the area.

### **Goal # 1** *Create a more welcoming environment*

- Create an overall space plan with long term goals both within and beyond five-year plan period
- Analyze existing space and develop possible layouts and ideas without limitations
- Identify a series of action steps to achieve the space planning goals
- Develop plans with an eye on making the library the central hub of the community
- May include renovations and updates to the Library and parking

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## **Goal # 2** *Improve community outreach and marketing*

- Develop a Marketing Plan with defined goals and objectives which includes the following action items
- Identify underserved populations and develop strategies to market to these populations with a goal of increasing circulation in all towns served by the library but outside of Port Jervis by 1% each.
- Increase participation in underserved populations by 20% in year one and 50% by year five
- Create Press List
- Distribute updates on activities monthly
- Send weekly email blast
- Consider continuing or updating the survey and reach out to organizations across community to encourage participation and gather additional input
- Use the most valuable asset, the staff, to get out into the community more
- Participate in Port Jervis Revitalization planning and implementation efforts
- Create scheduled visits to the schools with programming and services
- Develop a plan to incorporate the library in all activities in the community
- Make the library a focal point within the community

## **Goal # 3** *Provide staff training on customer service and enhance the patron experience*

- Focus on customer service areas identified in the survey
- Develop curriculum for existing staff and training program for new staff as they come on board
- Invite Grace Riario to provide customer service training
- Cultivate an environment where the patron experience is “Consistent” and “Exceptional”
- Develop a follow up survey and rating system to measure progress/success every six months

## **Goal # 4** *Provide additional programming and services*

- Consider programming requests from survey
- Develop a Program Management plan and goals for added programming over the five-year plan period
- Identify target underserved markets and solicit input on program and services desired
- Incorporate programming consistent with the goal to increase participation from identified underserved markets by 50% over five years

## **Goal # 5** *Consider expanding or shifting the library’s open hours*

- Develop an action plan to address the numerous suggestions for more evening and weekend hours identified in the survey and focus groups

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- Identify target markets and their desired hours of operation possibly through a survey or community meeting(s)
- Don't be stuck in the mind set of standard 9-5 hours. But rather, identify the hours that are necessary to truly serve the public's needs.
- Adjust existing hours and/or expand overall hours of service
- Review Hub hours relative to library hours

## 10. Summary

The Board of Trustees of the Port Jervis Free Library and the Library Director are committed to achieving the long range goals identified within this Strategic Plan. The Board, Director, and staff will work together to identify immediate action steps to develop plans to reach these goals. While some of the components of the plan can be achieved rather quickly within the first year, other components will require prioritization and a long term plan to accomplish. In addition to planning, funding considerations and potential shifts in funding and priorities may be necessary to achieve these goals. The team should consider grant funding to accomplish goals where possible and keep in mind that training and support is available through the Ramapo Catskill Library System.

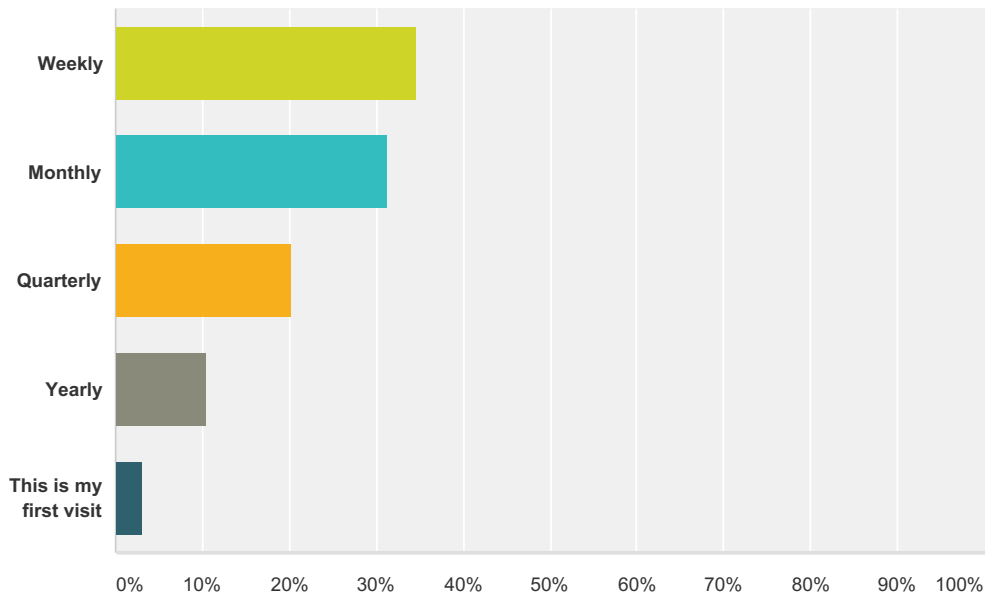
Throughout the process the team will be focused on the long term goal of incorporating the library in the revitalization efforts throughout Port Jervis and the surrounding communities. In order to remain focused on achieving these goals, this plan should be revisited regularly and reviewed with the Board of Trustees annually at a minimum. This plan is intended to provide a roadmap toward the future, but should be seen as a living document open to modification and progress, rather than subject to strict interpretation.

## Appendix A - Summary of Survey Results (to follow)



### Q1 How often do you use the Port Jervis Free Library (PJFL)?

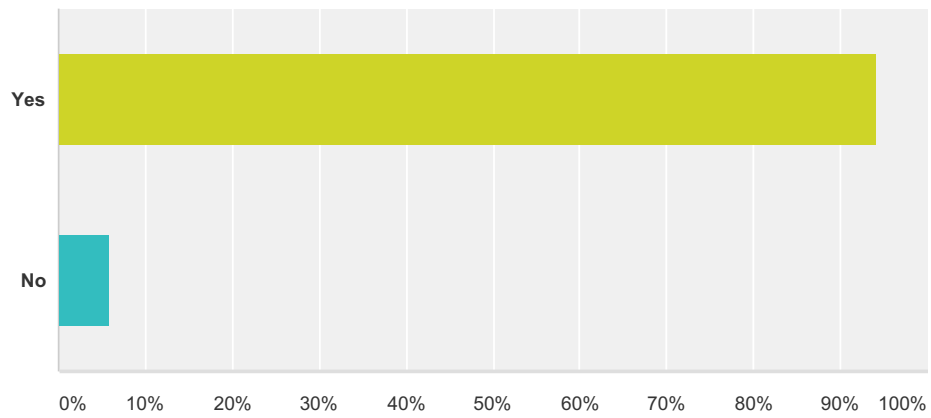
Answered: 285 Skipped: 4



Answer Choices	Responses
Weekly	34.74% 99
Monthly	31.23% 89
Quarterly	20.35% 58
Yearly	10.53% 30
This is my first visit	3.16% 9
<b>Total</b>	<b>285</b>

## Q2 Do you hold a Port Jervis Free Library card?

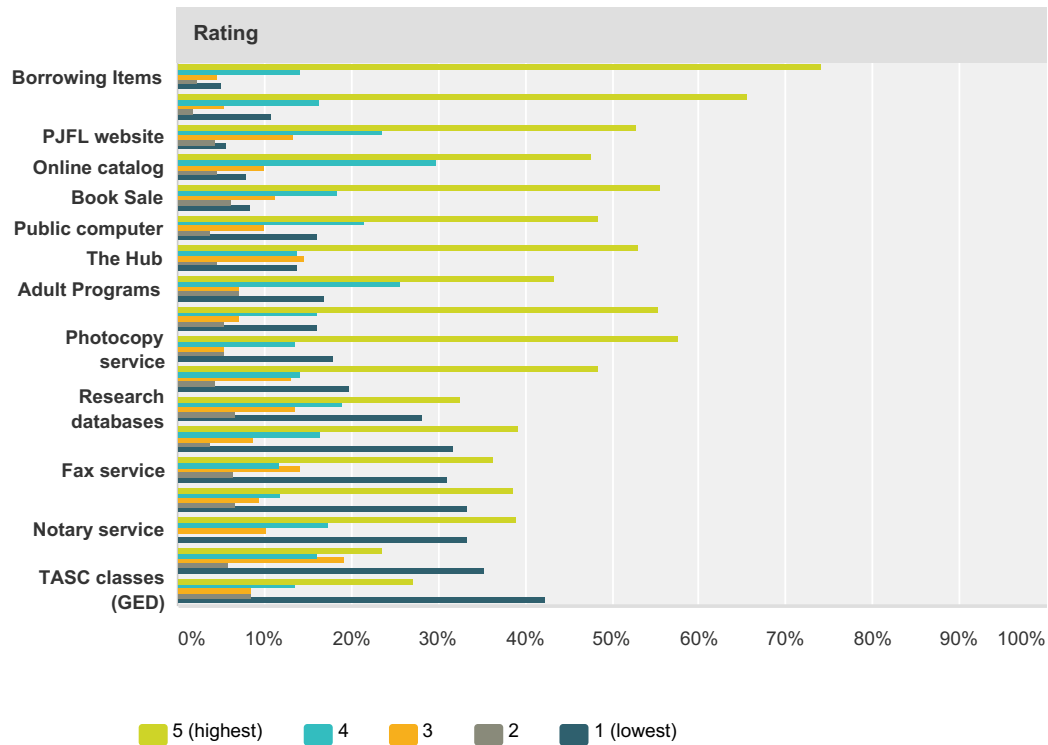
Answered: 286 Skipped: 3



Answer Choices	Responses
Yes	94.06% 269
No	5.94% 17
<b>Total</b>	<b>286</b>

### Q3 Rate the services you have used in the past year on a scale of 1-5 with 1 being the lowest?

Answered: 271 Skipped: 18

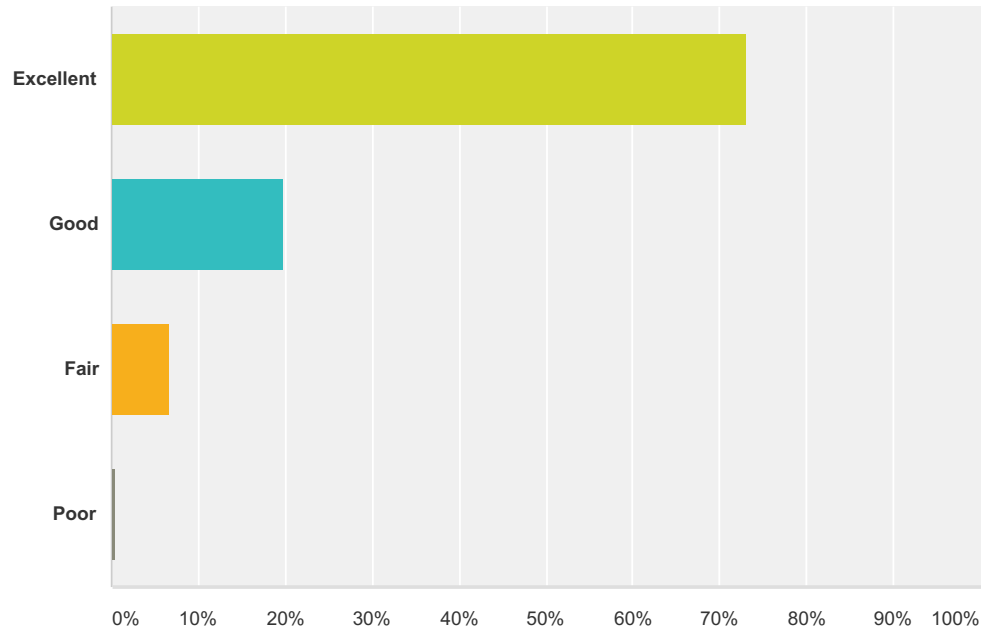


Rating							
	5 (highest)	4	3	2	1 (lowest)	Total	
Borrowing Items	74.01% 131	14.12% 25	4.52% 8	2.26% 4	5.08% 9	177	
Inter-library loan	65.45% 108	16.36% 27	5.45% 9	1.82% 3	10.91% 18	165	
PJFL website	52.87% 83	23.57% 37	13.38% 21	4.46% 7	5.73% 9	157	
Online catalog	47.68% 72	29.80% 45	9.93% 15	4.64% 7	7.95% 12	151	
Book Sale	55.63% 79	18.31% 26	11.27% 16	6.34% 9	8.45% 12	142	
Public computer	48.46% 63	21.54% 28	10.00% 13	3.85% 5	16.15% 21	130	
The Hub	53.08% 69	13.85% 18	14.62% 19	4.62% 6	13.85% 18	130	
Adult Programs	43.36% 49	25.66% 29	7.08% 8	7.08% 8	16.81% 19	113	
Children & Teen Programs	55.36% 62	16.07% 18	7.14% 8	5.36% 6	16.07% 18	112	

Photocopy service	<b>57.66%</b> 64	<b>13.51%</b> 15	<b>5.41%</b> 6	<b>5.41%</b> 6	<b>18.02%</b> 20	111
Community Room	<b>48.35%</b> 44	<b>14.29%</b> 13	<b>13.19%</b> 12	<b>4.40%</b> 4	<b>19.78%</b> 18	91
Research databases	<b>32.58%</b> 29	<b>19.10%</b> 17	<b>13.48%</b> 12	<b>6.74%</b> 6	<b>28.09%</b> 25	89
Tax forms	<b>39.24%</b> 31	<b>16.46%</b> 13	<b>8.86%</b> 7	<b>3.80%</b> 3	<b>31.65%</b> 25	79
Fax service	<b>36.36%</b> 28	<b>11.69%</b> 9	<b>14.29%</b> 11	<b>6.49%</b> 5	<b>31.17%</b> 24	77
Defensive Driving classes	<b>38.67%</b> 29	<b>12.00%</b> 9	<b>9.33%</b> 7	<b>6.67%</b> 5	<b>33.33%</b> 25	75
Notary service	<b>39.13%</b> 27	<b>17.39%</b> 12	<b>10.14%</b> 7	<b>0.00%</b> 0	<b>33.33%</b> 23	69
Library mobile app (BOOPSIE)	<b>23.53%</b> 16	<b>16.18%</b> 11	<b>19.12%</b> 13	<b>5.88%</b> 4	<b>35.29%</b> 24	68
TASC classes (GED)	<b>27.12%</b> 16	<b>13.56%</b> 8	<b>8.47%</b> 5	<b>8.47%</b> 5	<b>42.37%</b> 25	59

### Q4 How would you rate the quality of service at your last visit to PJFL?

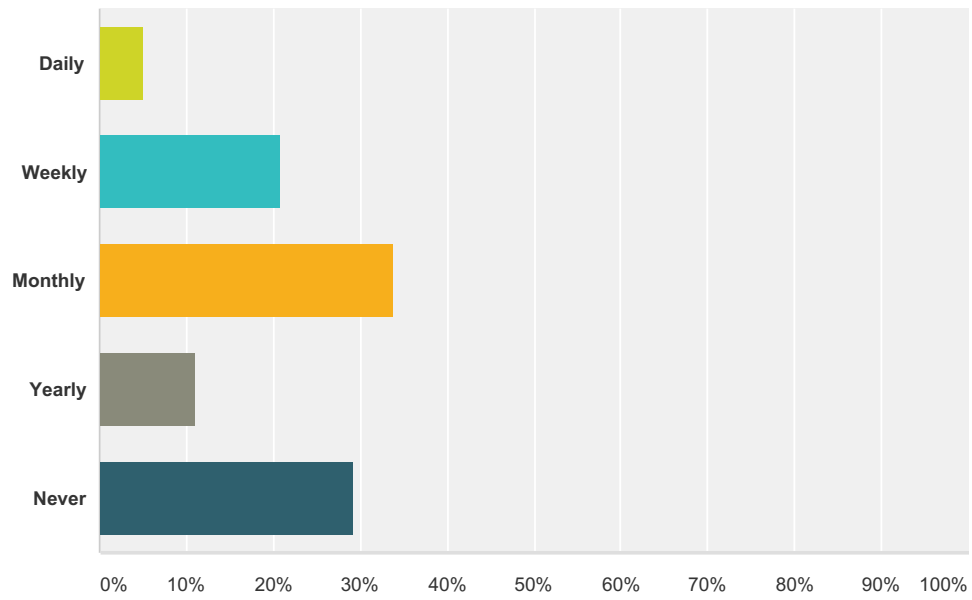
Answered: 282 Skipped: 7



Answer Choices	Responses
Excellent	73.05% 206
Good	19.86% 56
Fair	6.74% 19
Poor	0.35% 1
<b>Total</b>	<b>282</b>

### Q5 How often do you visit the PJFL website?

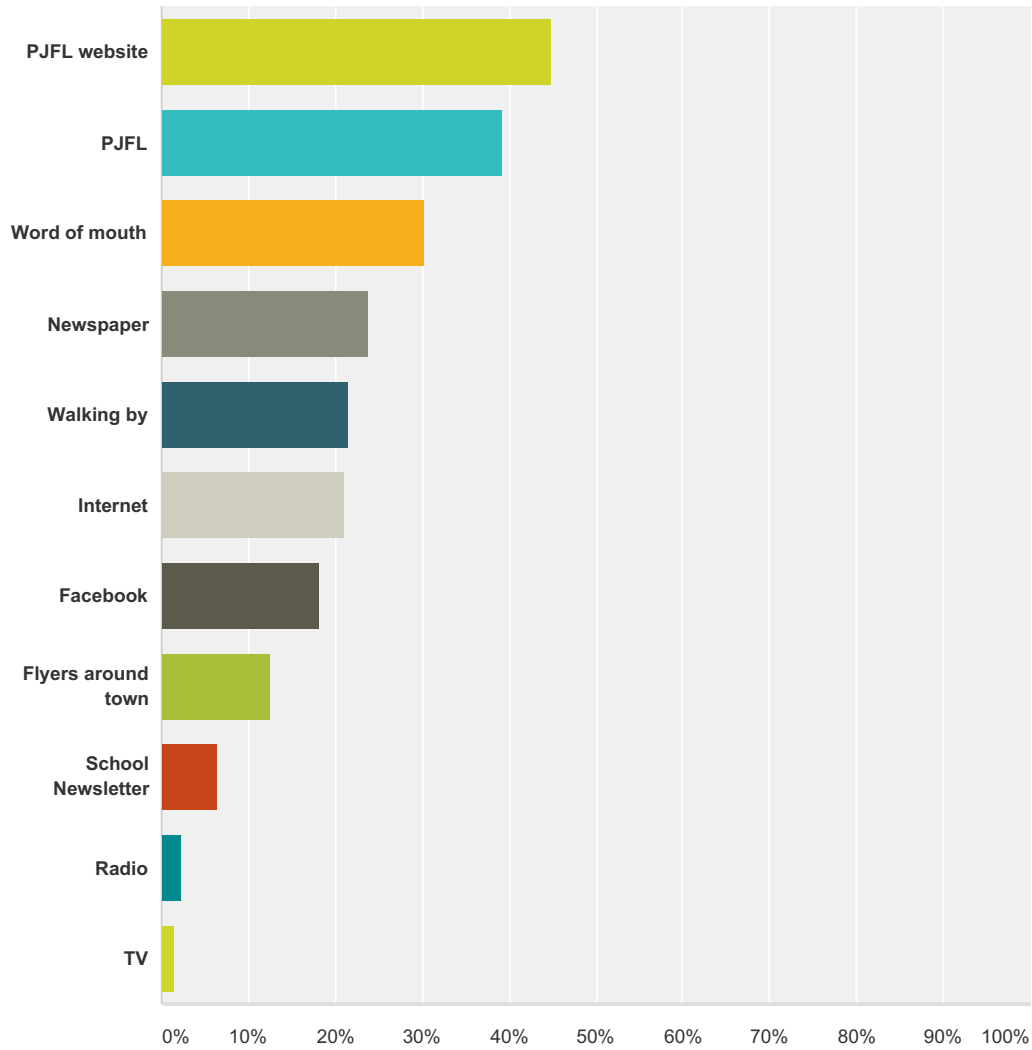
Answered: 278 Skipped: 11



Answer Choices	Responses	Count
Daily	5.04%	14
Weekly	20.86%	58
Monthly	33.81%	94
Yearly	11.15%	31
Never	29.14%	81
<b>Total</b>		<b>278</b>

### Q6 Which of these sources do you usually use to get information about the PJFL and its services and events? (Choose all that apply.)

Answered: 265 Skipped: 24



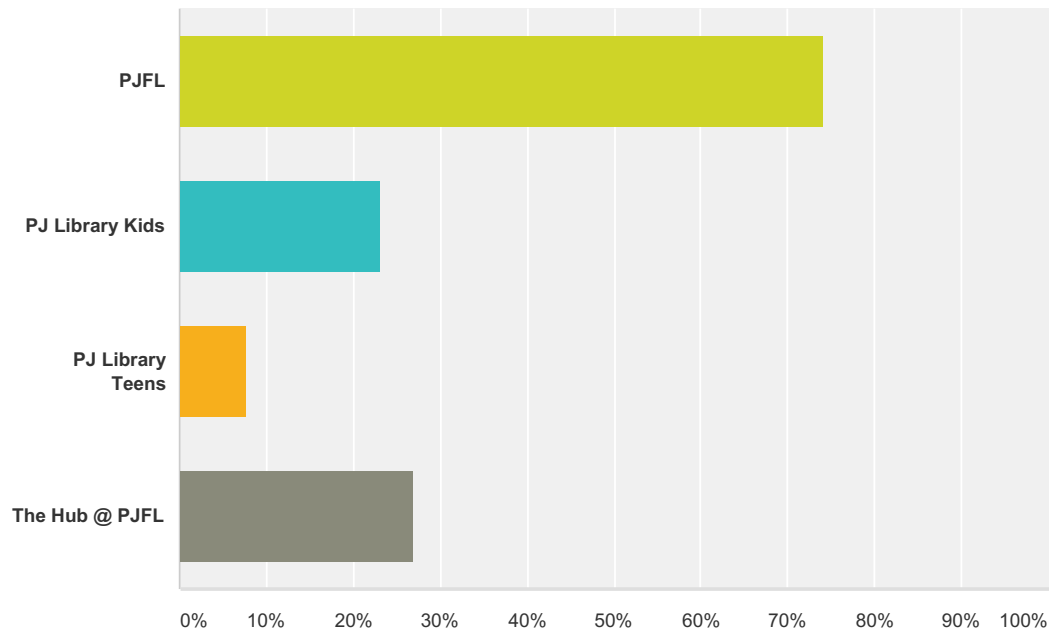
Answer Choices	Responses	Count
PJFL website	44.91%	119
PJFL	39.25%	104
Word of mouth	30.19%	80
Newspaper	23.77%	63
Walking by	21.51%	57
Internet	21.13%	56
Facebook	18.11%	48

Flyers around town	12.45%	33
School Newsletter	6.42%	17
Radio	2.26%	6
TV	1.51%	4
<b>Total Respondents: 265</b>		



### Q7 Which of these PJFL Facebook pages do you use? (Choose all that apply.)

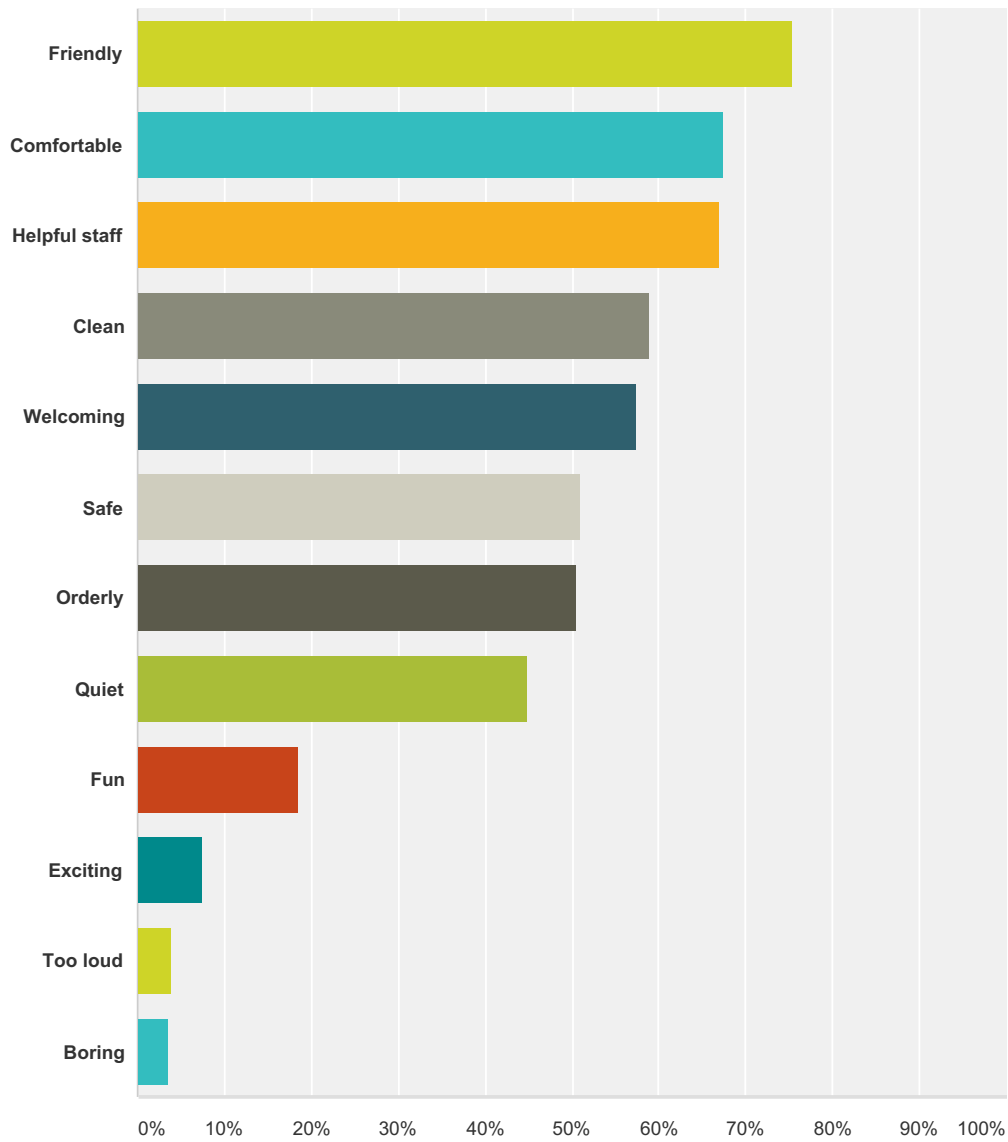
Answered: 104 Skipped: 185



Answer Choices	Responses
PJFL	74.04% 77
PJ Library Kids	23.08% 24
PJ Library Teens	7.69% 8
The Hub @ PJFL	26.92% 28
<b>Total Respondents: 104</b>	

### Q8 Which of the following describe the PJFL atmosphere? (Choose all that apply.)

Answered: 279 Skipped: 10

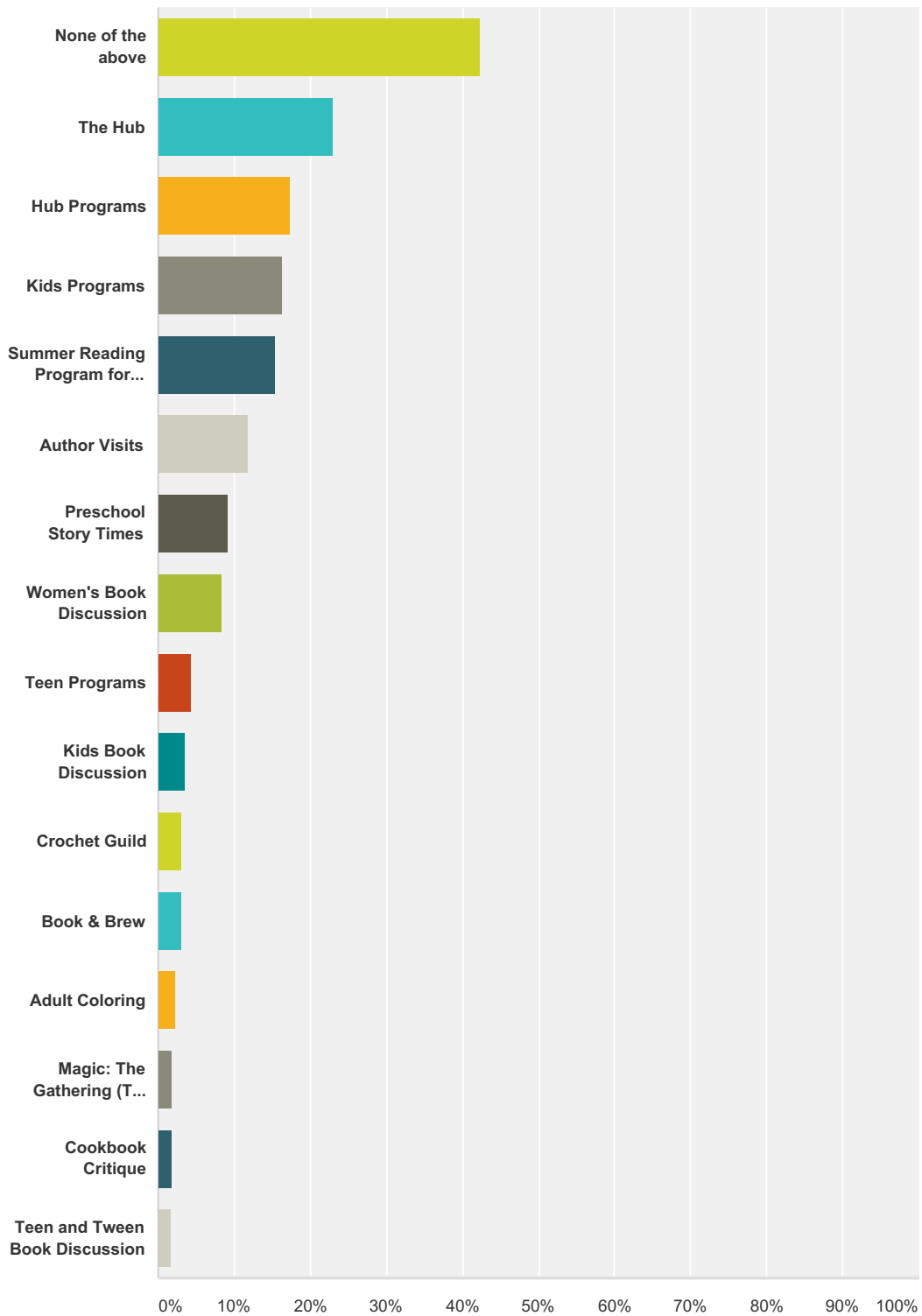


Answer Choices	Responses
Friendly	75.27% 210
Comfortable	67.38% 188
Helpful staff	67.03% 187
Clean	58.78% 164
Welcoming	57.35% 160
Safe	50.90% 142
Orderly	50.54% 141

Quiet	44.80%	125
Fun	18.64%	52
Exciting	7.53%	21
Too loud	3.94%	11
Boring	3.58%	10
<b>Total Respondents: 279</b>		

### Q9 Which of these programs have you attended? (Choose all that apply.)

Answered: 253 Skipped: 36

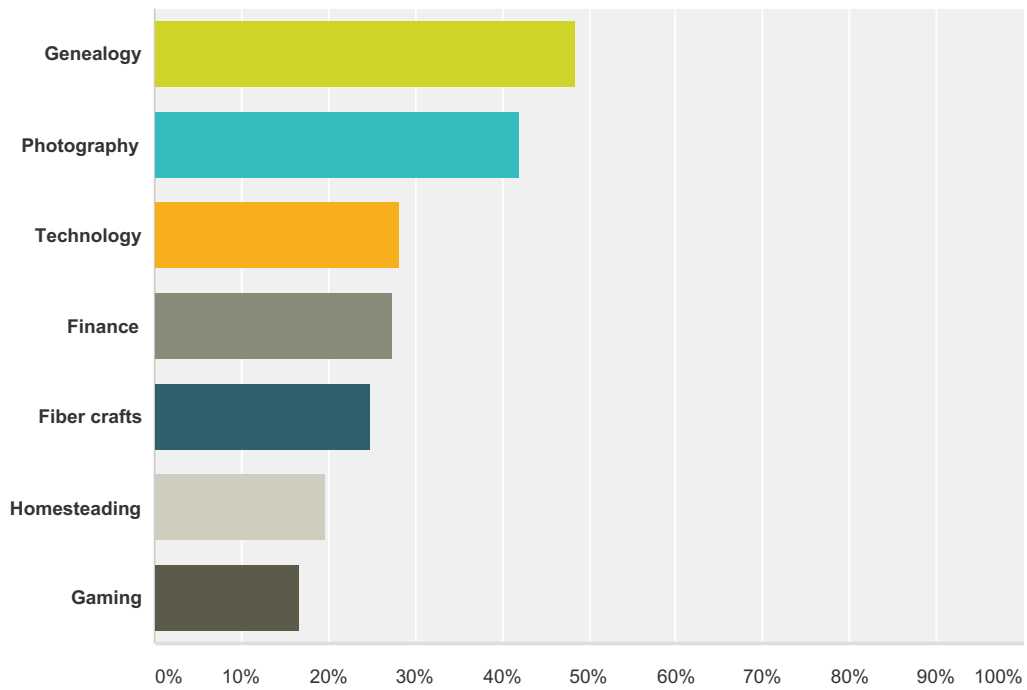


Answer Choices	Responses
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None of the above	42.29%	107
The Hub	22.92%	58
Hub Programs	17.39%	44
Kids Programs	16.21%	41
Summer Reading Program for Kids	15.42%	39
Author Visits	11.86%	30
Preschool Story Times	9.09%	23
Women's Book Discussion	8.30%	21
Teen Programs	4.35%	11
Kids Book Discussion	3.56%	9
Crochet Guild	3.16%	8
Book & Brew	3.16%	8
Adult Coloring	2.37%	6
Magic: The Gathering (Teen Program)	1.98%	5
Cookbook Critique	1.98%	5
Teen and Tween Book Discussion	1.58%	4
<b>Total Respondents: 253</b>		

### Q10 Which of these programs would be of interest? (Choose all that apply.)

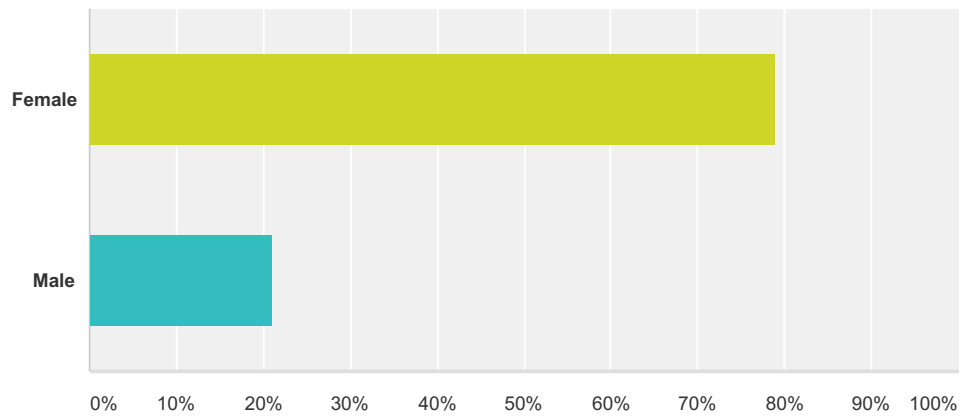
Answered: 198 Skipped: 91



Answer Choices	Responses
Genealogy	48.48% 96
Photography	41.92% 83
Technology	28.28% 56
Finance	27.27% 54
Fiber crafts	24.75% 49
Homesteading	19.70% 39
Gaming	16.67% 33
<b>Total Respondents: 198</b>	

### Q11 Which gender do you best identify with?

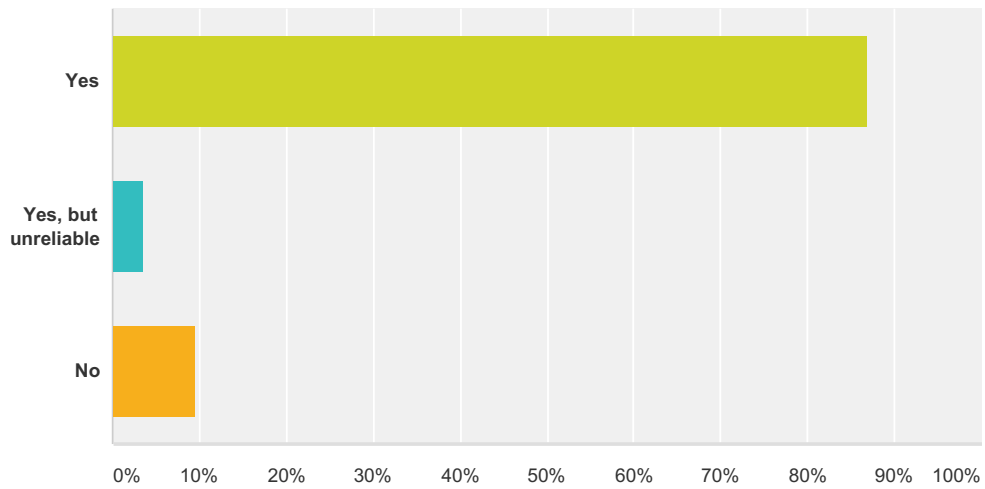
Answered: 270 Skipped: 19



Answer Choices	Responses
Female	78.89% 213
Male	21.11% 57
<b>Total</b>	<b>270</b>

### Q12 Do you have internet access at home?

Answered: 282 Skipped: 7

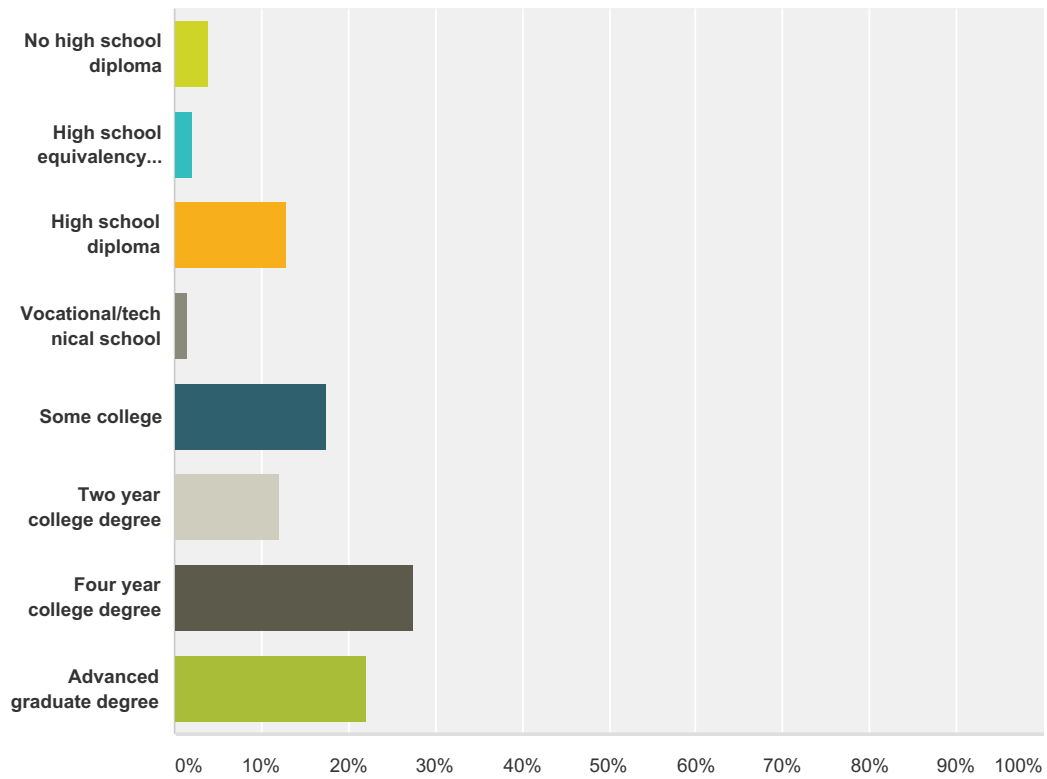


Answer Choices	Responses	Count
Yes	86.88%	245
Yes, but unreliable	3.55%	10
No	9.57%	27
<b>Total</b>		<b>282</b>



### Q13 Which best describes your education level?

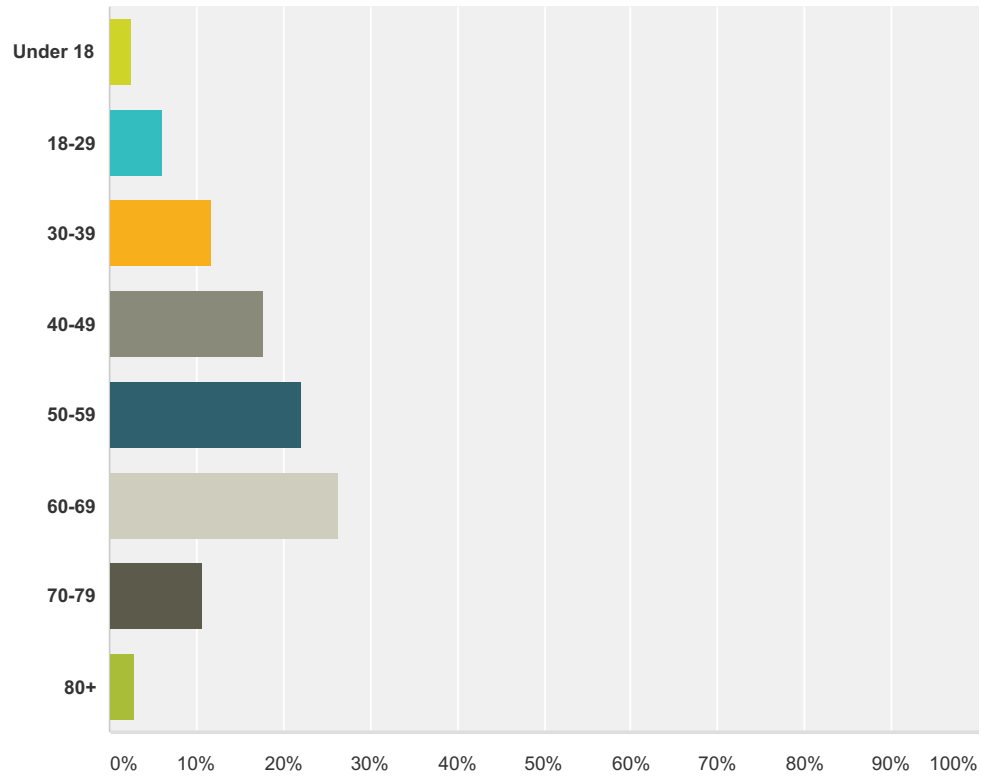
Answered: 279 Skipped: 10



Answer Choices	Responses
No high school diploma	3.94% 11
High school equivalency diploma	2.15% 6
High school diploma	12.90% 36
Vocational/technical school	1.43% 4
Some college	17.56% 49
Two year college degree	12.19% 34
Four year college degree	27.60% 77
Advanced graduate degree	22.22% 62
<b>Total</b>	<b>279</b>

### Q14 What is your age group?

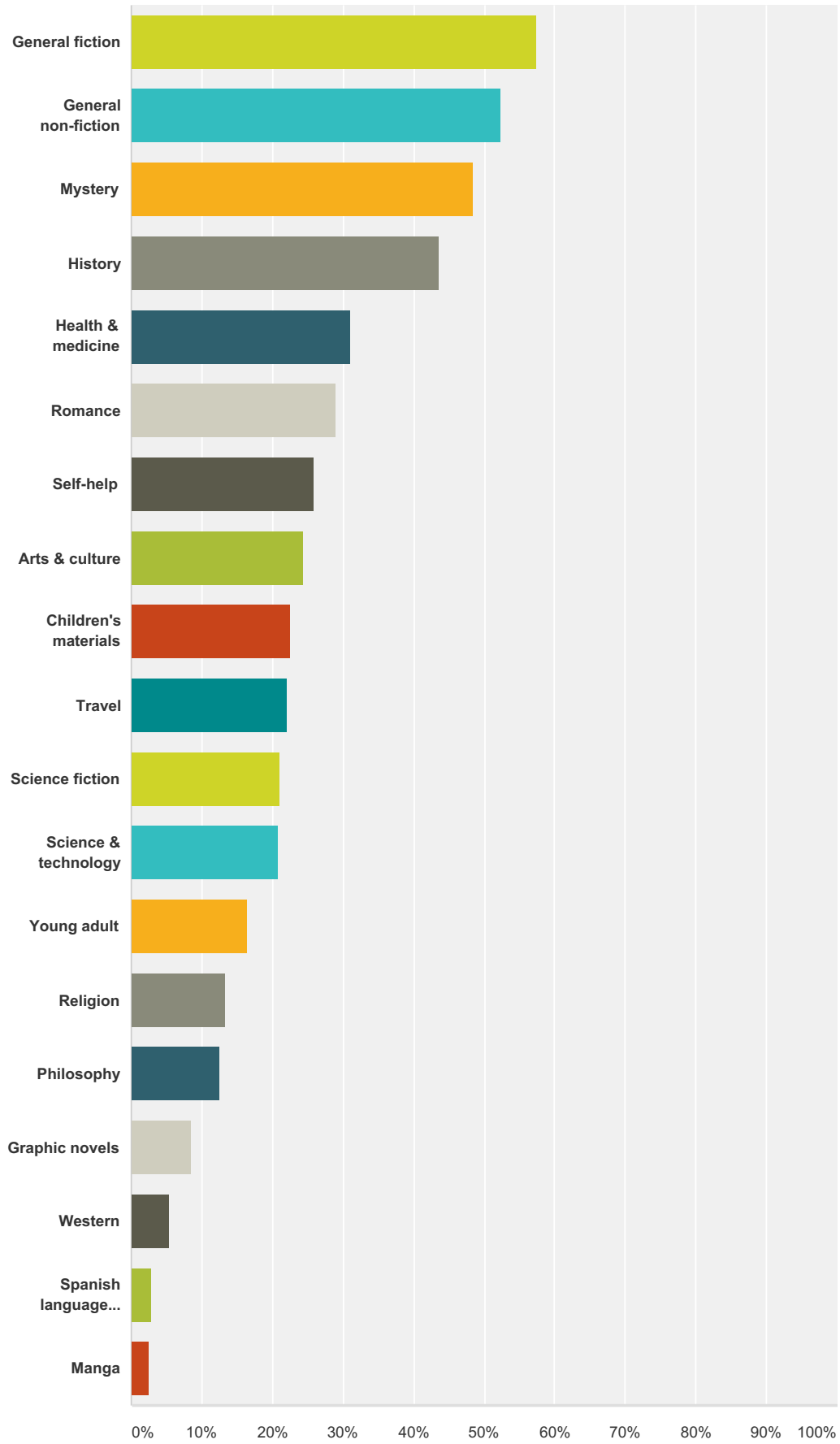
Answered: 281 Skipped: 8



Answer Choices	Responses
Under 18	2.49% 7
18-29	6.05% 17
30-39	11.74% 33
40-49	17.79% 50
50-59	22.06% 62
60-69	26.33% 74
70-79	10.68% 30
80+	2.85% 8
<b>Total</b>	<b>281</b>

**Q15 Which of these genres would you be likely to check out? (Choose all that apply.)**

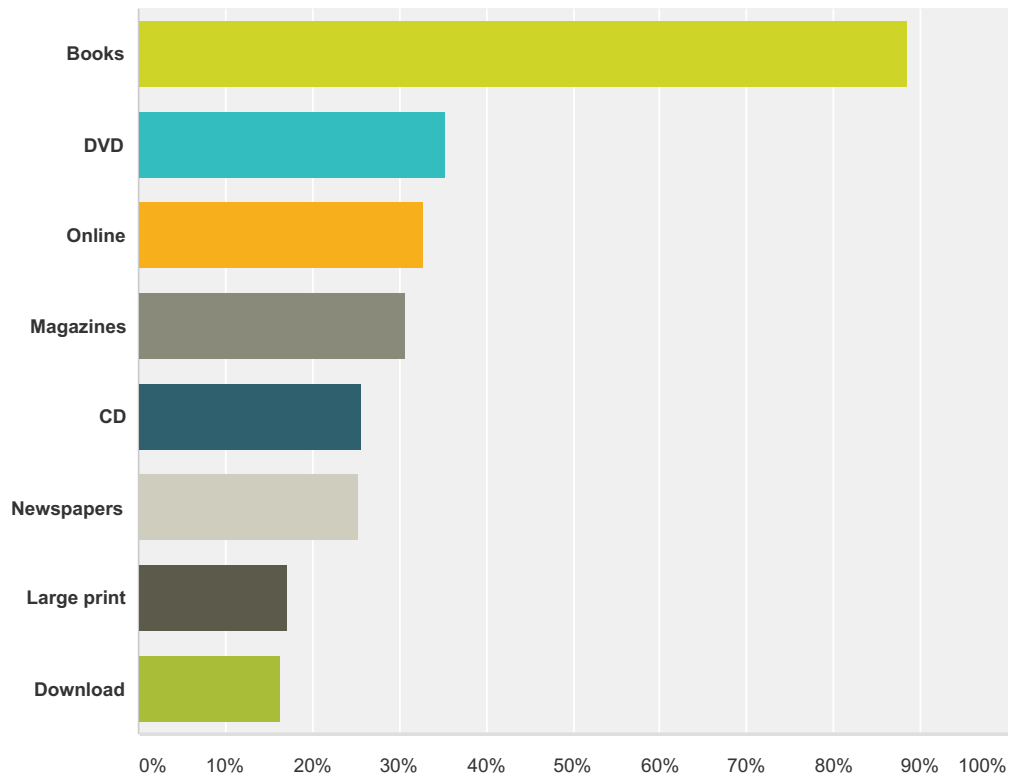
Answered: 279 Skipped: 10



Answer Choices	Responses	
General fiction	57.35%	160
General non-fiction	52.33%	146
Mystery	48.39%	135
History	43.73%	122
Health & medicine	31.18%	87
Romance	29.03%	81
Self-help	25.81%	72
Arts & culture	24.37%	68
Children's materials	22.58%	63
Travel	22.22%	62
Science fiction	21.15%	59
Science & technology	20.79%	58
Young adult	16.49%	46
Religion	13.26%	37
Philosophy	12.54%	35
Graphic novels	8.60%	24
Western	5.38%	15
Spanish language materials	2.87%	8
Manga	2.51%	7
<b>Total Respondents: 279</b>		

### Q16 What media format do you prefer? (Choose all that apply.)

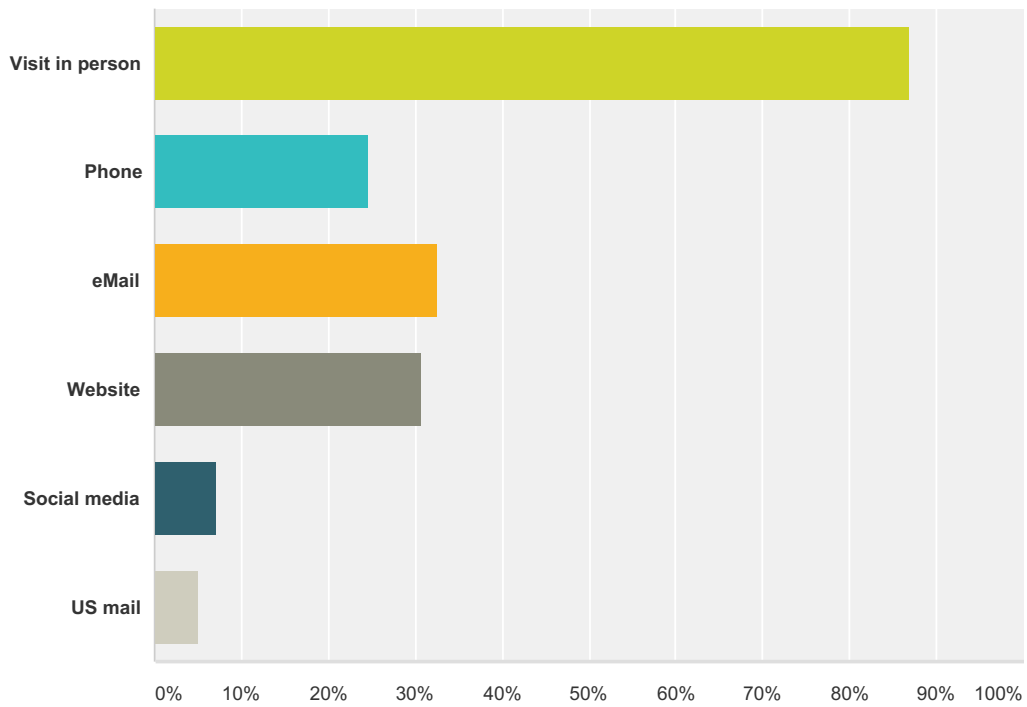
Answered: 281 Skipped: 8



Answer Choices	Responses
Books	88.61% 249
DVD	35.23% 99
Online	32.74% 92
Magazines	30.60% 86
CD	25.62% 72
Newspapers	25.27% 71
Large print	17.08% 48
Download	16.37% 46
<b>Total Respondents: 281</b>	

### Q17 How do you prefer to communicate with the library? (Choose all that apply.)

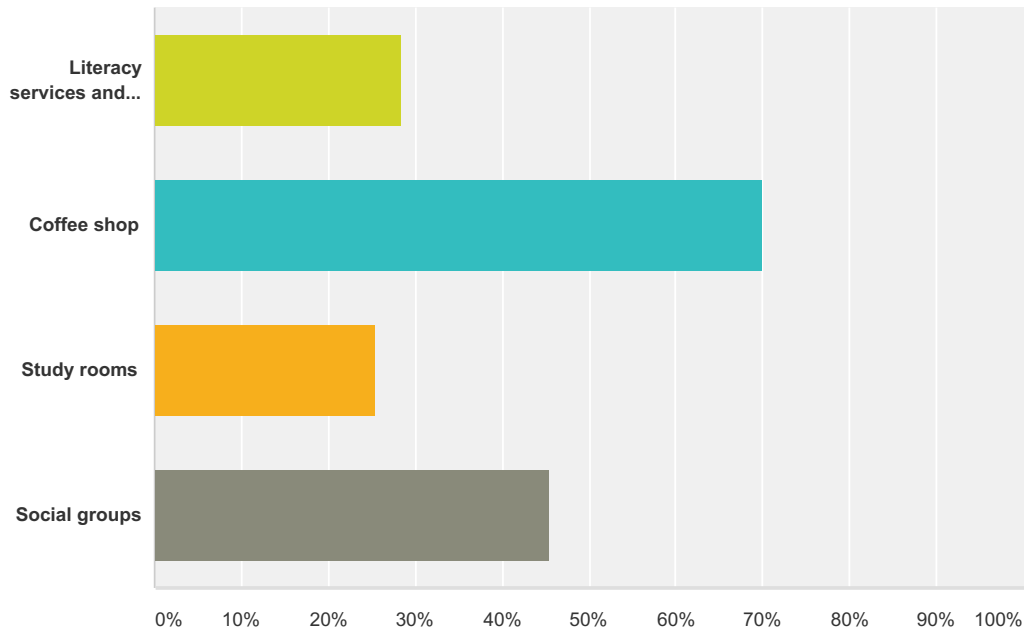
Answered: 283 Skipped: 6



Answer Choices	Responses
Visit in person	86.93% 246
Phone	24.73% 70
eMail	32.51% 92
Website	30.74% 87
Social media	7.07% 20
US mail	4.95% 14
<b>Total Respondents: 283</b>	

### Q18 Are there other services you would like the library to provide? (Choose all that apply.)

Answered: 176 Skipped: 113

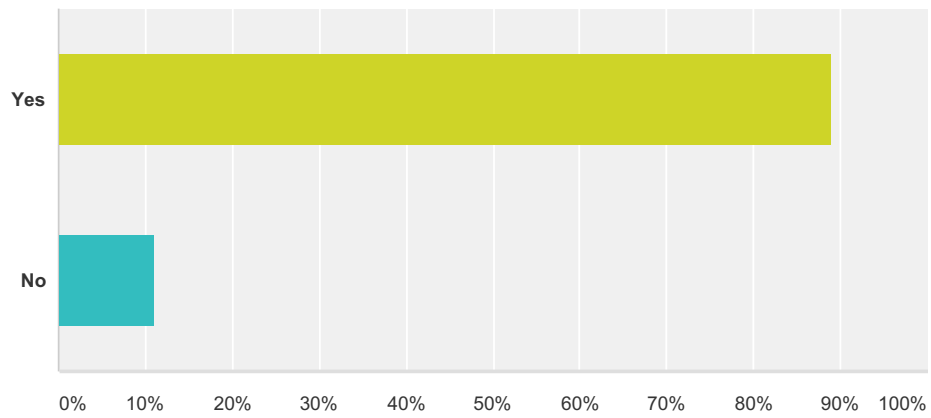


Answer Choices	Responses
Literacy services and classes	28.41% 50
Coffee shop	69.89% 123
Study rooms	25.57% 45
Social groups	45.45% 80
<b>Total Respondents: 176</b>	



### Q19 Do the current PJFL hours of operation meet the needs of the community?

Answered: 273 Skipped: 16



Answer Choices	Responses
Yes	89.01% 243
No	10.99% 30
<b>Total</b>	<b>273</b>

**Q20 What is your favorite thing about the library that you wouldn't want to see changed?**

Answered: 156 Skipped: 133

**Q21 If there is one thing you would change about the library, what would it be?**

Answered: 119 Skipped: 170

### Q22 Contact Information (Optional)

Answered: 104 Skipped: 185

Answer Choices	Responses	
Name	91.35%	95
Company	0.00%	0
Address	85.58%	89
Address 2	10.58%	11
City/Town	90.38%	94
State/Province	92.31%	96
ZIP/Postal Code	94.23%	98
Country	0.00%	0
Email Address	74.04%	77
Phone Number	67.31%	70