



Inspiring Ideas, Strengthening Community, Enriching Lives

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Progress Update

STRATEGIC PLAN 2017-2020

Full Strategic Plan w/Progress for Plan to Date

Respectfully Submitted,

Jill Dugas Hughes

February 15, 2020



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MISSION STATEMENT

The mission of the East Greenbush Community Library is to serve as a community center for lifelong learning with access to a broad range of ideas and information through traditional and emerging resources to meet the intellectual, recreational and cultural needs of residents in a professional and friendly manner.

VISION STATEMENT

Our vision is to be a gathering center where all people can come to enrich their lives, be inspired, and discover anything they might want to learn. We anticipate and respond to the evolving needs and expectations of our community and region and enhance community connections.

- **Financial Success:** Diversified funding that allows for flexibility, new initiatives, and supports long-term capital projects.
- **Patron/Market Growth:** Serve the entire community, all ages.
- **Operational Excellence:** Enhanced staff morale and work-environment that supports innovation, growth, and collaboration.
- **People Expertise:** Highly skilled, continuously learning, invested, welcoming to all.

CORE VALUES

Respect and care: If we're not treating everyone well, we're not making anyone feel at home.

Do the right thing: Go the extra mile with each other and with the public.

Get it done: Look for solutions when problems arise, while working with patrons and coworkers.

Champions for literacy and reading: At the heart of everything we do.

Responsive to community: Community needs drive programs, material selections, and services.

COMPETITIVE ADVANTAGES

- Excellent customer service
- Excellence in youth services
- Welcoming facility and location
- Dedicated staff and volunteers

STRATEGIC ISSUES

- Only 42% of library use is by residents of our chartered service area; 16% via contracted service area, and 42% out of district.
- Library usage continues to rise, but the funding base has remained the same.



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- Technological demands are becoming more than our current infrastructure and staffing can handle.
- Library staff working at capacity, leaving little room for community outreach, collaboration, and exploring new initiatives.
- There is a significant pool of non-users in the early/new adult age group, and middle/career age.

ORGANIZATION-WIDE STRATEGIES

RESPECT a variety of viewpoints and make them available in the interest of promoting a healthy learning environment.

ENCOURAGE library users to become comfortable using a variety of formats and instruct them in using new technologies.

ASSIST patrons in finding information they want, when they want it, in a form that is most useful.

DEVELOP partnerships to ensure that library services truly respond to the needs and desires of residents.

USER SEGMENTS

East Greenbush Residents	Long-term residents are library users/supportive voters. Need to find way to welcome new residents. Opportunity to better serve middle school, high school, new/early adults, and middle/career age potential patrons. We do a great job with seniors, babies, preschool, and elementary school students.
Schodack Residents	Many Schodack residents use our museum pass program, meeting rooms, and large collections. We could do a better job at providing outreach into the community, partnering with government.
Castleton Library	Potential to partner with library to cost-share staff, to prevent turn-over and provide benefits for staff
North Greenbush Residents	Begin developing relationships with town government, library board, and residents with the goal of addressing tremendous usage burden without financial compensation
Rensselaer County Legislators	Work with legislators to discuss cost-share initiatives and regional library aid to support regional usage
Visitors (non UHLS residents)	Provide quick services and orientation to community
Birth-5	Continue early school readiness programs. Partner with preschools, daycares, pediatricians, and home child care providers to provide outreach services. Parenting and learn to read programs at the library.
Elementary School Students	Continue to provide enrichment programs. Work with schools to support literacy and educational achievement. Support self-directed learning by enhancing resources & adapting to emerging technologies. Accommodate non-traditional education programs including homeschooling, ESOL, tutors, and special education groups. Participate in outreach events. Find out how to remove barriers to service for students visiting the library.



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Middle School Students	Outreach, tween advisory board. Eliminate barriers to service (fine free card, internet privileges etc.). Provide safe, social and educational programs.
High School Students	Provide meaningful volunteer and community leadership opportunities. Outreach, teen advisory board.
Early/New Adults (age 18-25)	Develop intentional programming program. Partner with local businesses to hold business networking programs. New programs and forums identified to express creativity and innovation.
Middle Age/Career Professionals	Diversify collections, patron driven acquisitions, provide programs for singles/individuals without children. Provide opportunities for community gathering, civic discourse, educational programs etc.
Older Adults	Continue programming, and partnership with historical society. Provide significant volunteer opportunities for recently retired. Provide community social space. Provide technological assistance.



STRATEGIC PLAN 2017-2020

PROGRESS AT-A-GLANCE

STRATEGIC OBJECTIVES AND ORGANIZATION GOALS	EOY TARGET, MEASURE	ACTUAL	STATUS
1 Ensure the Library is well supported to meet the needs of current and future generations of library users. Appropriate funding will sustain and enhance the quality of Library services; including staffing, collections, technology, programs, and the facility.			
1.1 Continue to practice prudent financial management and funding strategies by securing additional dependable sources of public and private funding by 2020.	2 New revenue sources		On Target
1.2 Solidify relationships with partnering libraries, and legislative bodies to increase collaboration, and establish economies of scale by representing East Greenbush Community Library at 90% of consortium meetings, and serving in leadership capacities.	90% Attend 90% UHLS consortium meetings.		Off Target
1.3 Develop financial plan for implementation after the bond is paid-off which includes potential capital improvements and other uses for the money.	100% Adopted financial plan for yearly bond payments after the bond is fully paid off		On Target
1.4 Develop and implement a landscape management plan.	100% Board approved landscape management plan		On Target
2 Develop partnerships and build collaborations across the community to share resources, expertise, and strengthen community. Continue to provide a welcoming and responsive environment, with a user-centered staff, that supports the Library's mission and meets the community's changing cultural, civic, technological, and informational needs and interests.			
2.1 Invest in at least 5 initiatives that strengthen the Library as a core component of the community.	3 Number of projects		On Target
2.2 Support and grow active volunteer program by 5%.	5% % Increased volunteer hours		Off Target
2.3 Provide a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.	Build a community organization database		Off Target
2.4 Library staff will make connections monthly with at least 5 relevant community partners to ensure they know what is available at the Library for small business owners, organizations, and individuals.	5 community partner connections monthly		On Target



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3 Continually evaluate internal processes, and invest in technology and human capital to eliminate, improve, or create new processes for driving organizational success. Embrace a culture of proactive and rapid problem solving, creativity, and innovation in the workplace to maximize staff productivity, moral, accountability, and trust.

3.1 Review and evaluate workflow, Library staff positions, and organizational structure to allow time for professional development, collaboration, and innovation/planning.	Board approved staffing plan	On Target
3.2 Sustain a plan for equipment/infrastructure rotation and acquisition that will allow the Library to be responsive to changing technology and support all internal processes.	Written technology plan including financial impact	On Target
3.3 Develop a collaborative recruitment, training, and succession plan to sustain and reenergize the Trustees and Friends of the East Greenbush Community Library.	Trustee/Friends approved recruitment, training and succession plan	On Target

4 Provide access to materials, programs, technology, and services that empower the community to succeed in educational, professional, and personal interests. Patrons will be supported in their creative pursuits.

4.1 Develop flexible furniture and display arrangements to highlight and merchandise library collections and services in the most effective and eye-catching way.	Flexible space/furniture plan	On Target
4.2 Engage patrons of all ages, cultures, and abilities by providing a robust indoor/outdoor programming schedule that includes opportunities for cultural, civic, and recreational enrichment.	550 Number of programs held yearly	On Target
4.3 Increase Library circulation 2% yearly, by providing timely access to materials, technology, and formats patrons desire.	2% Overall circulation percentage increase	Off Target
4.4 Support educational achievement and lifelong student learning by identifying and removing at least five barriers to service.	5 Identify/Remove 5 barriers to service	On Target
4.5 Provide hands-on workshops (crafts, gardening, knitting, video, cooking, sewing, etc..) for patrons of all ages to learn and express themselves, including at least 5 targeted at early/new adults and 5 for career age professionals.	5 Creative Workshops for Early/New Adults and 5 for Career Age Professionals	On Target



STRATEGIC PLAN 2017 -2020 PROGRESS DETAIL

FISCAL ACCOUNTABILITY AND STEWARDSHIP STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1 Ensure the Library is well supported to meet the needs of current and future generations of library users. Appropriate funding will sustain and enhance the quality of Library services; including staffing, collections, technology, programs, and the facility.

1.1 Continue to practice prudent financial management and funding strategies by securing additional dependable sources of public and private funding by 2020.

On Target

Measure: New revenue sources

Target: 2

- *To Date: 1 Additional Revenue Source: Rensselaer County. In progress: Meeting Room Fees, Potential: Passport Fees*

Measure: Number of Dollars Raised yearly

Target: \$75,000 Additional Funds

- *To Date: \$151,723 Additional Funds Raised*

Revenue Sources	2016 BASELINE \$ Raised	2017 \$ Raised	2018 \$ Raised	2019 \$ Raised	2020 \$ Raised
Rensselaer County			\$375	\$250	
Library district tax levy	\$1,561,480	\$1,600,517	\$1,647,049	\$1,680,206	
Schodack Contract	\$272,415	\$272,415	\$303,720	\$303,720	
Gifts/Endowments	\$101,777	\$54,179	\$69,684	\$38,677	
Fundraising	\$0	\$2,837	\$2,133	\$566	
Interest Income	\$503	\$531	\$7,096	\$11,618	
LLSA	\$4,778	\$4,781	\$4,828	\$4,830	
Senate Bullet Aid	\$2,500	\$3,000	\$0	\$3,000	
Library Charges	\$55,824	\$51,728	\$53,261	\$51,509	
State Aid for Construction	\$1,373	\$41,901	\$0	\$57,997	
TOTALS	\$2,000,650	\$2,031,895	\$2,088,146	\$2,152,373	
<i>Total Increase</i>		+\$31,245	+\$56,251	+\$64,227	

1.2 Solidify relationships with partnering libraries, and legislative bodies to increase collaboration, and establish economies of scale by representing East Greenbush Community Library at 90% of consortium meetings and serving in leadership capacities.

Off Target

Measure: Attend 90% UHLS consortium meetings. **Target:** 90%

- Library Director and Board President sit on UHLS Board, Library Staff sit on all UHLS Committees
- Attended 83% of all meetings held (155 meetings attended/187 total meetings held)



- The number of meetings held has increased, and so has our attendance. However, we have not been able to attend 90% of meetings due to staffing

Meetings	2016 BASELINE	2017	2018	2019	2020	TOTALS To-date
# Meetings Attended	35	51	59	45		155
# Meetings Held	43	61	69	57		187
% Meetings Attended	81%	84%	85%	79%		83%

1.3 Develop financial plan for implementation after the bond is paid-off which includes potential capital improvements and other uses for the money.

On Target

Measure: Adopted financial plan for yearly bond payments after the bond is fully paid off **Target:** 100%

- Board approved a post bond financial plan- 1/3 Capital, 1/3 Operations, 1/3 Reserves

To Do	Consider expansion of meeting room capacity and outdoor amenities.
	Evaluate current and anticipated capital needs with input from contractors, community, and key staff

1.4 Develop and implement a landscape management plan.

On Target

Measure: Board approved landscape management plan **Target:** 100%

- Developed a snow removal plan/procedure:
 - Sidewalks/Entryways (listed in priority order: Building Maintenance Staff, Library Staff or Outside Contractor (depending on how much removal is needed)
 - Parking Lot/Community Way: Outside Contractor
- Began trimming trees and mulching yearly
- Added additional outdoor seating/ Purchased additional outdoor café tables/chairs and blankets/lawn chairs
- Installed easy maintenance garden by signs

To Do	Evaluate current and anticipated landscape needs from contractor, community, and key staff
	Weed and update patio gardens
	Explore Green Space Development
	Consider a solution for easy maintenance of gardens (in-ground sprinklers for gardens)
	Develop a sidewalk, patio, and parking lot maintenance plan
	Mulch every other year around the sidewalk trees

2 Develop partnerships and build collaborations across the community to share resources, expertise, and strengthen community. Continue to provide a welcoming and responsive environment, with a user-centered



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staff, that supports the Library's mission and meets the community's changing cultural, civic, technological, and informational needs and interests.

2.1 Invest in at least 5 initiatives that strengthen the Library as a core component of the community.

On Target

Measure: Number of projects

Target: 5

Projects	2016 BASELINE	2017	2018	2019	2020
Project 1: Promote environmentally progressive behavior through capital projects and education, reuse events					
• Capital Project: Energy Efficiency Lighting and Heat Pumps Phase One		x			
• Capital Project: Energy Efficiency Heat Pumps Phase Two			x		
• Replaced Mini-Split System in the Server Room			x		
• Sustainability Day			x		
• Prescription Drug Disposal Day			x		
• Installed Power, Fans, and LED Lighting in the Shed				x	
Project 2: Increase support for local foods, artisans, and boost local retail by hosting at least 2 public markets					
• Farmers' Market	x	x	x	x	
• Children's Festival	x	x	x	x	
Project 3: Partner with local agencies to provide community-wide programs using library facilities					
• AARP TaxAide free tax preparation	x	x	x	x	
• Museum Day		x			
• Noon Year Eve		x	x	x	
• NY Connects Resource/Elder Services Fair			x		
• American Red Cross Blood Drives	x	x	x	x	
• AARP Smart Driver Course	x	x	x	x	
• Preschool Fair		x	x	x	
• Volunteer Fair				x	
• Indie Author Day	x				
• International Games Day	x				
Project 4: Everyone in the community who needs an internet connection capable of supporting current programs, websites, and online and digital streaming knows it is available for free public use through the library					
• Fiber Internet Connection		x	x		
Project 5 Work with Town Government and partners to complete sidewalk project					
• Completed Sidewalk Project to connect library to YMCA, Columbia High School and Columbia Turnpike			x		
Project 6	130	101	153	146	



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- Provide Notary Services for the Community

To Do	Investigate the creation of a bus line stop by holding discussions with the Town, YMCA, Hawthorne Ridge, CDTA
	Provide easy access to Census 2020 services for the community
	Provide Passport Services to the community

2.2 Support and grow active volunteer program by 5%.

Off Target

Measure: % Increased volunteer hours

Target: 5%

Volunteers	2016 BASELINE	2017	2018	2019	2020	TOTALS To-date
Number of Volunteers	420	388	438	439		1,265
Number of Hours	2,078.25	1,830.5	1,782	1,816		5,428.5
% Change (hours)		-12%	-3%	2%		

To Do	Investigate hiring a volunteer coordinator for 2021
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2.3 Provide a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.

Off Target

Measure: Build a community organization database Target: 100%

Central Source of Information Indicators	2016 BASELINE	2017	2018	2019	2020	TOTALS To-date
Community Organization Database						
Library Visitors	218,633	213,386	214,032	177,409		604,827
Website Visits	156,193	90,794	94,771	94,941		280,506
Wifi Usage	33,882	24,515	26,650	28,095		79,260
Number of Reference Questions	39,891	36,832	35,742	35,115		107,689
Computer Use	25,000	22,870	25,159	25,574		73,603

To Do	Link to community organizations on library website
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2.4 Library staff will make connections monthly with at least 5 relevant community partners to ensure they know what is available at the Library for small business owners, organizations, and individuals.

On Target



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Measure: 5 community partner connections monthly

Target: 5

- We have not measured how many connections made with community partners monthly. However, there are several community partners which we work with on a monthly basis (Greenbush Garden Club, Greenbush Historical Society, Questar BOCES, Legal Project and many others who we partner with intermittently. A list of major partners are noted below. This list is not all inclusive.

Community Partner Connections	2016 BASELINE	2017	2018	2019	2020
Greenbush Garden Club	x	x	x	x	
Greenbush Historical Society	x	x	x	x	
Pride Center	x	x	x	x	
Read it Forward Committee			x		
Family and Consumer Science Program Development Committee with Cooperative Extension of Rensselaer County			x		
New York State Library Assistant's Association			x		
New York State Library Advocacy Day	x	x	x	x	
East Greenbush School Librarians			x		
School Library System BOCES			x		
Hawthorne Ridge	x	x	x	x	
Alzheimer's Association				x	
QUESTAR BOCES- ENL				x	
The Eddy				x	
Capital District Educational Opportunity Center				x	
Legal Project		x	x	x	
Society for Creative Anachronism				x	
AARP	x	x	x	x	
Digital Grandparents		x	x		
American Red Cross	x	x	x	x	
WMHT		x			
Saratoga Children's Museum		x			
Green Meadow School		x			
Rensselaer County on Aging				x	
Capital District Library Council				x	
CDPHP				x	
Cornell Cooperative Extension				x	
Hannaford Pharmacy				x	
League of Women Voters				x	
Mavens of Mahem/Sisters in Crime				x	
New York State Partners for Longterm Care				x	
Rensselaer County				x	
Rensselaer County Department of Aging				x	
US Census				x	
Kiwanis Club				x	
East Greenbush Central School District	x	x	x	x	



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Russell Sage College	x				
New York State Department of Agriculture and Markets	x	x	x	x	
Capital Region Romance Writers	x				
YMCA	x	x	x	x	

OPERATIONAL EXCELLENCE AND CULTURE OF LEARNING/GROWTH STRATEGIC OBJECTIVES & ORGANIZATION GOALS

3 Continually evaluate internal processes, and invest in technology and human capital to eliminate, improve, or create new processes for driving organizational success. Embrace a culture of proactive and rapid problem solving, creativity, and innovation in the workplace to maximize staff productivity, moral, accountability, and trust.

3.1 Review and evaluate workflow, Library staff positions, and organizational structure to allow time for professional development, collaboration, and innovation/planning.

On Target

Measure: Board approved staffing plan

Target: 1

Board Approved Staffing Changes	2016 BASELINE	2017	2018	2019	2020
Community Relations Coordinator/Assistant to the Director			Approved FT position creation to fill previous Public Relations Coordinator (PT) position		
Building Maintenance Mechanic			Approved PT position to fill previous PT maintenance position; Increased salary line		
Building Maintenance Workers			Approved PT positions to fill previous PT cleaners' positions		
Part-Time Librarian's			Approved 2 part-time librarian I positions to fill one part-time librarian I opening in youth services		
Business and Operations Manager		Approved job reclassification from FT Senior Library Clerk/Bookkeeper to FT Business and Operations Manager Position			



3.2 Sustain a plan for equipment/infrastructure rotation and acquisition that will allow the Library to be responsive to changing technology and support all internal processes.

On Target

Measure: Written technology plan including financial impact **Target:** 1

- Created a pop-up image on website for weather closings
- Changed Staff Picks from WordPress blog format to Goodreads widget
- Installed virtual bookshelves on website adult services page
- Replaced Public Computer Thin Client System with 12 new Cloned Computers
- Replaced Phone System
- Set up a secure VPN (secure remote connection to our network) to allow staff to connect to work computers when not in the building
- Added digital signage outside meeting rooms
- Installed Microsoft 365 on all staff computers; Staff are now able to access files from anywhere using Microsoft OneDrive.
- OnStrategy Strategic Planning Software
- Following the retirement of the thin client architecture, the thin client server was re-purposed as the new domain server. The former domain server is now functioning as a shadow backup in case of primary server failure
- Migrated calendar reservation system to a more robust Library Market Calendar
- Purchased (22) new staff computers and appropriate software
- Migrated to library-wide staff scheduling software
- Library Aware marketing tool
- Novelist readers advisory and marketing tool

3.3 Develop a collaborative recruitment, training, and succession plan to sustain and reenergize the Trustees and Friends of the East Greenbush Community Library.

On Target

Measure: Trustee/Friends approved recruitment, training and succession plan **Target:** 1

2020	<p>Coordinate social recruitment event and Develop and provide opportunities for trustees, friends, and staff so they share a common focus for implementing this plan, including an annual meeting to review common strategy and results.</p> <ul style="list-style-type: none"> • Volunteer Appreciation Reception
2019	<p>Provide the infrastructure/support for an active volunteer program- Establish Volunteer Coordinator position</p> <p>Coordinate social recruitment event and Develop and provide opportunities for trustees, friends, and staff so they share a common focus for implementing this plan, including an annual meeting to review common strategy and results.</p> <ul style="list-style-type: none"> • Volunteer Appreciation Reception • Two Library Board openings replaced with former Friends board members



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2018
<p>Monthly standing coordination meeting with President Board, President Friends, Booksale Chair Coordinate social recruitment event and Develop and provide opportunities for trustees, friends, and staff so they share a common focus for implementing this plan, including an annual meeting to review common strategy and results.</p> <ul style="list-style-type: none"> • Volunteer Appreciation Reception • Friends of the Library member successfully ran for 2019 Library Board of Trustees position
2017
<ul style="list-style-type: none"> • Monthly standing coordination meeting with President Board, President Friends, Booksale Chair <ul style="list-style-type: none"> ○ Began fundraising discussions ○ Friends documented leadership position descriptions and began succession planning • Coordinate social recruitment event and Develop and provide opportunities for trustees, friends, and staff so they share a common focus for implementing this plan, including an annual meeting to review common strategy and results. • Volunteer Appreciation Reception

LIFELONG CURIOSITY, IMAGINATION, AND LEARNING STRATEGIC OBJECTIVES & ORGANIZATION GOALS

4 Provide access to materials, programs, technology, and services that empower the community to succeed in educational, professional, and personal interests. Patrons will be supported in their creative pursuits.

On Target

4.1 Develop flexible furniture and display arrangements to highlight and merchandise library collections and services in the most effective and eye-catching way.

Measure: Board/Staff Approved Flexible space/furniture plan

Target: 100%

	2017	2018	2019	2020
New furniture/display initiatives for library collections and services				
J POP Collection				
Purchasing multiple copies of popular titles and displaying them prominently when you first walk into the children's area		x	x	x
Reference Collection				
Pared down to the most highly used current volumes; some titles moved to circulating collection		x		
Local Author and Local Music CD Collections				
Moved to shelves formerly housing reference books. The local CD collection was moved to the same shelving unit to provide greater visibility		x		
Library of Things				
A new collection offering a variety of non-traditional, useful items for checkout; including cake pans, cookie cutters, board games, telescope, microscope, binoculars, show shoes, yoga blocks etc.)			x	x
Periodicals				
Replaced wooden hinged shelves with face-out, clear acrylic holders, removed one of the wooden shelves to create new seating area			x	



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Library Aware & Novelist				
Subscribed to LibraryAware - Readers Advisory and marketing tool; Novelist is a readers advisory tool for staff		x	x	x
Teen Room				
Redesign the Teen area to encourage increase usage. Replaced tables and seating with more modern and distinctive furniture, all of which is mobile to allow for flexibility in social and study groups, painted walls		x	x	
Children's Room				
Replaced outdated lounge furniture with new chairs and couches, began painting walls			x	x
Hot off the Press				
New collection of hot titles for residents and friends		x	x	x
Meeting Rooms				
Replaced Meeting Room Tables & Chairs in Meeting Rooms A/B with nesting tables			x	
Ongoing Booksale				
Worked with Friends to provide small ongoing booksale- patron request			x	

To Do	Paint Library
	Replace Window Coverings in Meeting Rooms
	Replace Folding Door in Meeting Room A/B
	Add AV in Meeting Room A/B and Hurr Education Center

4.2 Engage patrons of all ages, cultures, and abilities by providing a robust indoor/outdoor programming schedule that includes opportunities for cultural, civic, and recreational enrichment.

Measure: Number of programs held yearly **Target:** 550

Number of Programs	2016 BASELINE	2017	2018	2019	2020	TOTALS To-date
Adult Programs	257	246	418	438		1,102
Teen Programs	55	58	65	75		198
Youth Programs	357	369	305	347		1,021
Non-Library Programs	489	832	709	999		2,540
TOTAL Number of PROGRAMS	1,158	1,505	1,497	1,859		4,861
TOTAL Number Library Sponsored Programs	669	673	788	860		2,321
Total Number Non-Library Programs	489	832	809	999		2,640

Program Attendance	2016 BASELINE	2017	2018	2019	2020	TOTALS To-date



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Attendance- Adult Programs	4,833	4,900	5,737	6,533		17,170
Attendance- Teen Programs	1,212	1,009	1,158	1,355		3,522
Attendance Youth Programs	15,983	16,061	13,344	14,341		43,746
Attendance Public Programs	7,680	10,674	9,293	12,469		32,436
TOTAL ATTENDANCE PROGRAMS	29,708	32,644	29,532	34,698		96,874
Total Attendance Library Sponsored Programs	22,028	21,970	20,239	22,229		64,438
Total Attendance Non-Library Sponsored Programs	7,680	10,674	9,293	12,469		32,436

Cultural, Civic, Recreational Programs (non-inclusive sample list)	2016 BASELINE	2017	2018	2019	2020
Adult Summer Reading Program		x	x	x	
Awful Library Books! Making Your Collection Count				x	
Book Discussion Groups	x	x	x	x	
UAlbany's Confucius Institute Chinese Musicians, Cultural Prest'n				x	
LOOK, Loving ourselves and others	x	x	x	x	
An Afternoon with Author Wanda Fischer				x	
Film Festival	x	x	x	x	
Film Showings	x	x	x	x	
Mat Yoga				x	
Meditation on Breathing			x		
Murderous March - Readers and Writers Confab			x	x	
Musical Concerts	x	x	x	x	
Open Recreation Crafts				x	
Open Recreation Movies				x	
Open Recreation Space for Adults				x	
Organizing your Photos				x	
Society for Creative Anachronism Winter Bardic Competition			x	x	
Teen Anime Club			x	x	
TV & Movie Trivia Night			x	x	
Youth Happy Babble			x		
Youth Welcome Winter			x		
Zuumba				x	

To Do	Investigate a partnership with the school district, and/or outside special education groups/agencies to provide programming focused on effective parenting and how children learn.
	Expand art gallery into meeting room spaces.
	Expand offerings for art gallery show openings

4.3 Increase Library circulation 2% yearly, by providing timely access to materials, technology, and formats patrons desire.

Off Target

Measure: Overall circulation percentage increase Target: 2%



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- To-date: Physical AV circulation has dropped -25%
- To-date Physical book circulation has increased 2%
- To-date other Physical item circulation has increased 125%
- To-date Digital AV circulation has increased 42%
- To-date Digital Book circulation has increased 44%
- To date Databases usage has decreased 30%

Type of Material	2016 BASELINE # Checkouts	2017 # Checkouts	2018 # Checkouts	2019 # Checkouts	2020 # Checkouts	TOTALS To-date # Checkouts
Physical AV	139,043	139,744	129,335	103,776		372,855
Physical Books	233,098	238,077	241,888	237,566		717,531
Other Physical Items	4,588	3,955	11,794	10,301		26,050
Digital AV	10,869	12,866	12,772	15,414		41,052
Digital Books	16,924	17,330	21,036	24,332		62,698
Databases	22,465	19,286	14,555	15,718		49,559
TOTALS	426,992	431,258	431,380	407,107		1,269,745
% change		1%	0%	-6%		
Cardholders	8,423	8,313	8,220	8,364		

To Do	Increase # Cardholders by 2%
	Increase # Active Cardholders by 2%
	Consider participating in the Overdrive Advantage program and "Skip the Line, It's Your Happy Day"

4.4 Support educational achievement and lifelong student learning by identifying and removing at least five barriers to service

On Target

Measure: Identify/Remove 5 barriers to service **Target:** 5

Barriers to Service
Barrier 1 Internet Policy- Removed parent permissions requirement which removed the barrier some students faced when trying to complete their homework. Removed the 2.5 hour time limit, requirement for signed parental authorization, requirement to show ID and fees for guest passes.
Barrier 2 Updated Meeting Room Policy to allow expanded usage of the meeting rooms
Barrier 3 Created Community Bulletin Board Policy. Policy changed. Still need to create new community bulletin board space.
Barrier 4 Created Teen Space Policy so that the teen room is "just for teens"
Barrier 5



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Revised Credit Card Transaction Policy to allow for online payments
Barrier 6 Added MyCard option for youth who visit the library without a parent/guardian
Barrier 7 Removed \$1 per day fee for DVDs. All fines are now \$0.25
Barrier 8 Revised DVD policy for Juvenile to allow all patrons to checkout DVDs
Barrier 9 Updated access to newspapers etc. for patrons, including online access. Patrons may help themselves to the daily newspapers from a location near (but not behind) the reference desk

Educational Achievement/Lifelong Student Learning Programming (list is non-exclusive)	2016 BASELINE	2017	2018	2019	2020
4s & 5s Storytime		x	x	x	
1000 Books Before Kindergarten		x	x	x	
AARP Smart Driver Course	x	x	x	x	
Baby Bookworms		x	x	x	
Career Exploration/ Capital District Educational Opportunity Center			x	x	
Cord-Cutting 101				x	
Digital Drop-in with Karrie			x		
Digital Learning Day				x	
Drop-In Tuesday Tech Time				x	
ENL: English as a New Language	x	x	x	x	
Food for Thought Cookbook Club	x	x	x	x	
Financial Aid Workshop				x	
Great East Greenbush Read			x		
Homeschool Meetup Series			x	x	
Indie Authors Day		x			
Military Balloons & the Civil War with Greenbush Historical Society				x	
Preschool Storytime	x	x	x	x	
Safe Space for Writing with Sisters in Crime			x	x	
Saturday Storytime		x	x		
Toddler Time	x	x	x	x	
Understanding Alzheimer's and Dementia				x	
Women's Voices - Women Poets				x	
Writing Workshop with Paul Lamar			x		

4.5 Provide hands-on workshops (crafts, gardening, knitting, video, cooking, sewing, etc..) for patrons of all ages to learn and express themselves, including at least 5 targeted at early/new adults and 5 for career age professionals.

On Target

Measure: Creative Workshops for Early/New Adults for Career Age Professionals

Target: 5 Yearly



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Hands-on-Workshops (non-inclusive)	2016 BASELINE	2017	2018	2019	2020
Beaded Snowflakes		x			
Building Club (youth)		x	x		
Craftapalooza				x	
Crafter Noon		x	x		
Cookbook Club	x	x	x	x	
Crochet with Connie			x		
Decorative Garden Rocks				x	
Decorative Jars				x	
Dream Catchers				x	
Giftwrapping				x	
Holiday Card Making		x			
Introduction to Scrapbooking				x	
Make a Mandala				x	
Paint Chip Art				x	
Paint n Sip (seltzer)				x	
Peace Flags				x	
Safety Pin Jewelry				x	
Space Crafts for Adults				x	
Stained Glass Flowers				x	
Teen Maker Fridays		x	x	x	
Think Spring! Nature Collage				x	
Winter Cupcakes with Cupcake Bash (teen)		x			