

CCLD 5-YEAR PLAN (2024-2028)

CCLD MISSION STATEMENT

It is the mission of the Chemung County Library District to provide exceptional public library services and programs to our citizens – fulfilling their individual needs for educational, recreational, and cultural information – through contemporary, well-maintained library collections and facilities located throughout Chemung County.

SCOPE & STRUCTURE OF THE LIBRARY DISTRICT:

The Chemung County Library District comprises 5 neighborhood libraries located in Big Flats, Elmira, Horseheads, Van Etten, and West Elmira. The Bookmobile constitutes a mobile neighborhood library. Taken together, the collections of our libraries serve patrons who reside throughout Chemung County and seek both popular works and in-depth information on many subjects, in many formats, of current and historical interest. Electronically delivered library services available through the Library District's web page – ccl.lib.ny.us – are becoming more important; for some segments of the population, electronic access may already be their primary avenue to information.

5-YEAR PLAN

The CCLD 5-Year Plan is an outline of short-term and long-term goals, benchmarks, and aspirations. CCLD collected feedback from our patrons and community partners and then:

1. Created actionable goals based on a 5-year timeline
2. Identified Project Managers and Support Staff
3. Set goal completion dates
4. Re-evaluate on an annual basis

COLOR LEGEND

WHITE - PENDING

YELLOW - IN PROCESS

GREEN - COMPLETE

ORANGE - ONGOING

CCLD 5-YEAR PLAN (2024-2028)

BOARD OF TRUSTEES			
GOAL	PROJECT MANAGEMENT	DATE	X
REVIEW & UPDATE CCLD POLICIES			
The CCLD Board of Trustees will work with the CCLD Administration to evaluate and update CCLD Policies every 3-5 years. This is crucial to ensure that policies remain current and adapt to the changing needs of the library and community.	Executive Director, CCLD Librarians, BOT Committee	RECURRING ANNUALLY	•
- Update - CCLD Code of Conduct	Executive Director, CCLD Librarians, BOT	COMPLETE - 2023	•
- Create - CCLD Banned Patron Policy	Executive Director, CCLD Librarians, BOT	COMPLETE - 2023	•
- Create - CCLD Investment Policy	Executive Director, Office Manager, B&F Committee, Nancy Kirby	2024	
- Create - CCLD Procurement Policy	Executive Director, Office Manager, B&F Committee, Nancy Kirby	2024	
- Create - Fund Balance Policy	Executive Director, Office Manager, B&F Committee, Nancy Kirby	2024	
- Create - ADA Accommodation Policy	Executive Director, CCLD Librarians, BOT	2024	
- Create - Video Game Policy	Executive Director, CCLD Librarians, BOT	2024	
- Create - Safety & Security Policy	Executive Director, CCLD Librarians, BOT, S&S Guard	2025	•

CCLD 5-YEAR PLAN (2024-2028)

REVIEW & UPDATE CCLD CONTRACTS:			
Transition Essential Operational Services from Chemung County to COOP Contracts <ul style="list-style-type: none"> - HVAC - Waste Management - Landscaping & Snow Removal/Plowing - Security & Fire - Duplication Services/Leased Equipment 	Executive Director, Office Manager, B&F Committee, COOP	COMPLETE - 2023	
<ul style="list-style-type: none"> - Recomplete Term Contracts after terms expire 	Executive Director, Office Manager, B&F Committee, COOP	ONGOING	
CCLD BOARD OF TRUSTEE TRAINING			
Provide Annual CCLD Board of Trustee Training		ONGOING	•
<ul style="list-style-type: none"> - CCLD Board of Trustee Fiduciary Responsibility 	Executive Director, Office Manager, BOT	IN PROCESS - 2024	•
5 YEAR PLAN			
<ul style="list-style-type: none"> - Re-Evaluate 5 Year Plan on Annual Basis 	Executive Director, Office Manager, BOT	ONGOING	
UNION			
Renegotiate Collective Bargaining Agreement	BOT, CSEA	2025	•

CCLD 5-YEAR PLAN (2024-2028)

BUSINESS OFFICE			
GOAL	PROJECT MANAGEMENT	DATE	X
BUDGET & ACCOUNTING			
- Implement and standardize "Purchase Requests" throughout the district	Executive Director, Office Manager,	COMPLETE - 2023	•
- Implement and standardize "Program Proposals" throughout the district	Executive Director, Office Manager,	COMPLETE - 2023	•
- Overhaul Budget to ensure the transparent flow of funds [Income/Expenses] and detailed tracking of restricted funds, grants, donations, etc...	Executive Director, Office Manager,	COMPLETE - 2024	•
- Centralize purchasing & service contracts throughout CCLD	Executive Director, Office Manager, B&F Committee	COMPLETE - 2024	•
- Work with a financial consultant to address Investment of Funds in CDARS	Executive Director, Office Manager, B&F Committee, Nancy Kirby	COMPLETE - 2024	•
Assess /remove redundancies and inefficiencies in procurement procedures and purchasing	Executive Director, Office Manager, B&F Committee	IN PROCESS - 2024	•
Overhaul CCLD Budget & Quickbooks according to best practices <ul style="list-style-type: none"> - establish new chart of accounts - merge payroll into a single account - Upgrade quickbooks 	Executive Director, Office Manager, Nancy Kirby, Regina Hill	IN PROCESS - 2024	•

CCLD 5-YEAR PLAN (2024-2028)

- QuickBooks Training	Executive Director, Office Manager, Regina Hill	ONGOING	•
- Centralize list of CCLD Approved Vendors	Executive Director, Office Manager	ONGOING	•
- Create Financial Policy & Procedure Manual	Executive Director, Office Manager, B&F Committee, Nancy Kirby	2025	•
PAYROLL			
- Upgrade from Analog Payroll & Timekeeping to digital platform	Executive Director, Office Manager, CCLDBoard	COMPLETE - 2024	•
AUDIT			
- Secure Audit Contract (Form 990)	Executive Director, Office Manager, CCLDBoard	COMPLETE - 2023-2024	•

CCLD 5-YEAR PLAN (2024-2028)

HR / PERSONNEL			
GOAL	PROJECT MANAGEMENT	DATE	X
Create Civil Service Safety & Security Officer Position (District & Steele)	Executive Director, Office Manager, Civil Service/Personnel	COMPLETE - 2024	•
Reorganization of CCLD Organizational structure in a way that allows for proper escalation, reporting, supervision, and delegation.	Executive Director, CCLD Board: Personnel	IN PROCESS - 2024	•
Create Librarian III - Central Lead Librarian Position - Steele Memorial Library	Executive Director,	IN PROCESS - 2024	•
Offer expanded opportunities for career development within CCLD	Executive Director, CCLD Board: Personnel	ONGOING	•
Leverage Librarian expertise throughout the district to assist with collection development, program creation, marketing & outreach, etc...		ONGOING	-
- Tuition Assistance Program for Staff	Executive Director, CCLD BOT	EXPLORE	•

CCLD 5-YEAR PLAN (2024-2028)

BUILDING & GROUNDS:			
GOAL	PROJECT MANAGEMENT	DATE	X
WEST ELMIRA BATHROOM REFRESH PROJECT	Executive Director, Essential Constructs COOP, Steele Foundation, BOT	COMPLETE - 2024	•
HVAC UPGRADE PROJECT - CCLD BRANCH LIBRARIES <ul style="list-style-type: none"> - Big Flats - Horseheads - West Elmira 	Executive Director, Essential Constructs COOP, BOT	IN PROCESS - 2024	•
APPLY FOR NYS CONSTRUCTION AID (ANNUALLY)			
2024 NYS CONSTRUCTION AID APPLICATION	Executive Director, STLS	COMPLETE	•
NEW - TECHNOLOGY DEPARTMENT: <ul style="list-style-type: none"> - Create Technology Department Office - Create NEW Public Computer Space (downstairs across from Circulation/Processing Department) - Relocate and update duplication services [printing, copying, faxing, scanning] - Repaint walls, columns 	Executive Director, Essential Constructs COOP	IN PROCESS - 2024	•
EXPLORE - NEW BRANCH LOCATION <ul style="list-style-type: none"> - South Port Area 	Executive Director, BOT, Essential Constructs COOP	EXPLORE	•
STEELE MEMORIAL LIBRARY			
SML DOWNSTAIRS			
NEW - CIRCULATION, CUSTOMER SERVICE, & PROCESSING DEPARTMENT: <ul style="list-style-type: none"> - Merge Circulation Desk & Customer Service Desk into one (one desk capital L formation) - Create CCLD Safety & Security Officer workstation (near front doors facing downstairs restrooms) - Create multiple workstations for both Processing and Customer Service/Circulation 	Executive Director, Essential Constructs COOP	2024	•

CCLD 5-YEAR PLAN (2024-2028)

<p>NEW - YOUTH DEPARTMENT (JUVENILE & TWEEN):</p> <ul style="list-style-type: none"> - Reorient collection - Enclose Youth Department wall & window system - Move Youth Librarian's Office & Bookmobile Driver's Office - Relocate Reference Desk (closer to Youth Librarian's Office) - Expand Youth Meeting Room 	Executive Director, Essential Constructs COOP	2025	•
<p>AUDIO VISUAL & MEDIA COLLECTION</p> <ul style="list-style-type: none"> - Relocate and reorient collection 	Executive Director, Essential Constructs COOP	2025	•
<p>NEW - IT & MAKERSPACE</p> <ul style="list-style-type: none"> - Relocate IT Office Downstairs - Expand Makerspace: classroom & workshop 	Executive Director, Essential Constructs COOP	2025	•
<p>UPDATE - LARGE MEETING ROOM</p> <ul style="list-style-type: none"> - Refresh: paint, replace carpet, upgrade tech 	Executive Director, Essential Constructs COOP	2025	•
SML UPSTAIRS			
<p>SAFETY & SOUND REDUCTION</p> <ul style="list-style-type: none"> - Enclose 2nd floor balcony with panel & window wall system 	Executive Director, Essential Constructs COOP	2026	•
<p>NEW - REFERENCE</p> <ul style="list-style-type: none"> - Relocate Reference Desk 	Executive Director, Essential Constructs COOP	2026	•
<p>NEW - LIBRARIAN OFFICES</p>	Executive Director, Essential Constructs COOP	2026	
<p>LOCAL HISTORY & GENEALOGY</p> <ul style="list-style-type: none"> - Enclose with panel & window wall system creating a reading room - Reorient collection (parallel) 	Executive Director, Essential Constructs COOP	2027	•
<p>NEW - UPSTAIRS MEETING SPACE</p> <ul style="list-style-type: none"> - Transform old librarian office space into new meeting room 	Executive Director, Essential Constructs COOP	2027	•

CCLD 5-YEAR PLAN (2024-2028)

GREEN INITIATIVES			
- Upgrade Steele Memorial Library Sign to Led	Library Director, CCLD Board	COMPLETE	•
HOUSEKEEPING MATERIALS: - Reduce spending - Transition CCLD cleaning materials and paper products to eco friendly materials	Executive Director, Office Manager	IN PROCESS - 2024	•
- Maintain green roof at Steele Memorial Library	Library Director, CCLD Board	ONGOING	•
- Install motion sensor light switches (staff bathrooms, staff room, staff hallway, store rooms, staff kitchen, meeting room kitchen, etc...)	Executive Director, Essential Constructs COOP	2025	•

CCLD 5-YEAR PLAN (2024-2028)

OUTREACH & MARKETING:			
GOAL	PROJECT MANAGEMENT	DATE	X
- 2023 CCLD Community Survey	Library Director, CCLD Board, 5 Year Plan Committee	COMPLETE - 2023	•
- Survey Community on a recurring basis	Library Director, CCLD Board, 5 Year Plan Committee	ONGOING	•
CCLD DISTRICT REBRAND			
NAME - Name Change: Chemung County Libraries (CCLD "District" is confusing)	Library Director, Marketing & Outreach Committee	IN PROCESS	•
NEW LOGO - legible & adaptable - Re-Brand Library Signs (Legible / Larger font)	Library Director, Marketing & Outreach Committee	IN PROCESS	•
WEBSITE - Overhaul & refresh	Library Director, Marketing & Outreach Committee	IN PROCESS	•
INTERIOR - Coordinate Marketing & Outreach Refresh design decisions with interior design changes	Library Director, COOP	2024	•
LIBRARY DISPLAYS - Coordinated Seasonal / Thematic Displays Throughout Libraries - SML dedicated displays in entrance - District-wide - Use Endcaps as Display areas	Library Director, Marketing & Outreach Committee	2024	•

CCLD 5-YEAR PLAN (2024-2028)

GOAL	PROJECT MANAGEMENT	DATE	X
IT & TECHNOLOGY:			
- Librarian II Position to lead Technology Department, supervising IT, Makerspace, Public Computers, Printing, Faxing, Scanning, and Tech Assistance.	Executive Director	IN PROCESS	•
- Assess Technology Plan and upgrade equipment as scheduled	Executive Director, IT	ONGOING	•
SAFETY & SECURITY			
- Create Healthy and supportive working relationship between CCLD and local law enforcement	Library Director, Safety & Security Guard, CCLD Librarians, CCLD Staff	ONGOING	•
Create & Implement NEW CCLD Safety & Security Manual (working with Safety & Security Guard position) - Incident reporting / Police Liaison - Sign-in / Sign-out all CCLD vendors and volunteers - Quarterly Safety Audit-Throughs of all CCLD Locations	Library Director, HR, Safety & Security Guard	IN PROCESS	•
- Update Disaster Plan & Emergency Plan	Library Director, Safety & Security Guard	2024	•
- Update and increase Security Cameras - Steele Memorial Library	Library Director, COOP, Safety & Security Guard	2024-2026	•
- SML - Upgrade Security Measures (potential metal detectors, bag checks, security wands)	Library Director, COOP, Safety & Security Guard	2024-2025	•