

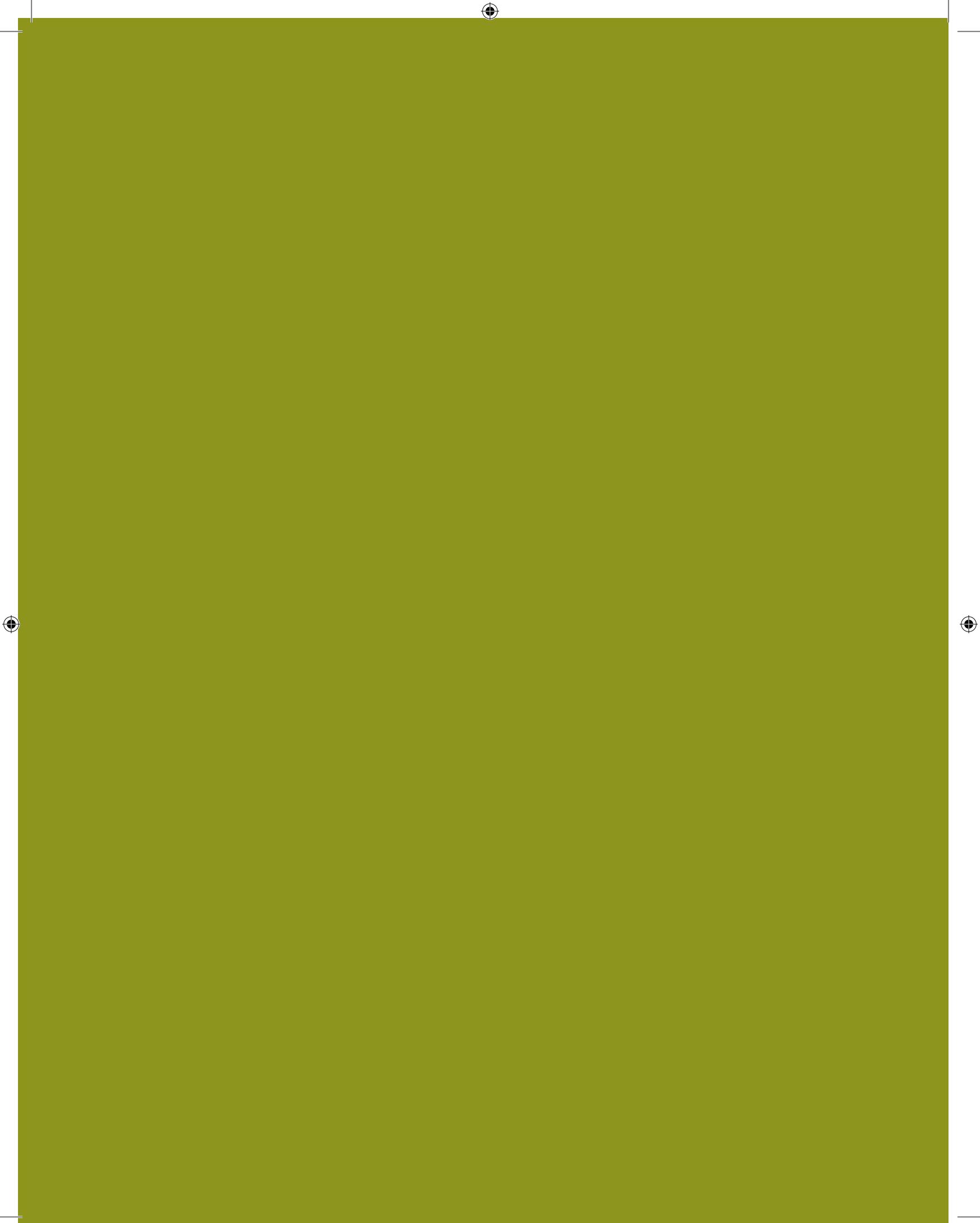
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**creating community  
unleashing potential**

NEW HAVEN FREE PUBLIC LIBRARY

**STRATEGIC PLAN**

**2014–2016**



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**creating community  
unleashing potential**

NEW HAVEN FREE PUBLIC LIBRARY

**STRATEGIC PLAN**

2014–2016

**Christopher Korenowsky**  
*Executive Director*  
New Haven Free Public Library

## FROM THE DIRECTOR

Excellence. Passion. Commitment. Dedication. All of these are attributes the Library wants to instill in our services to the public.

The New Haven Free Public Library is committed to creating a new vision for the Library and the services it provides. We know our customers value us. As we look to the future, we must continue to offer our customers an experience that adds even more value to their lives.

The work of the strategic planning initiative has been to seek out new opportunities that the Library can use to engage the community and its constituencies. We will increase the effectiveness of our customer service. Users will continue to see a wide array of best-selling titles on our shelves. Our technology collections and devices will be state of the art. Programs for all ages will be examined for quality and substance.

Over the next three years the Library will provide enhanced facilities, program offerings, staffing, and technology so that the current and future needs of the customers and communities we serve will be met and exceeded. This plan calls for retaining the majority of our core activities, while offering the opportunity to improve and create entirely new services and methods of interacting with the public. We thank you for your support and look forward to helping you in new and exciting ways.

The Library has not been immune to the challenges facing every public library in the country today. Most critical are ongoing budget issues that are stumbling blocks to achieving our future goals. Regardless of difficult economic times, I believe our partnership with the City of New Haven can be made stronger than it is today.

With this plan, we are building a foundation that will allow us to take the great leaps we need for the future.

## FROM THE BOARD PRESIDENT

**Claudia Merson**  
*President*  
New Haven Free Public Library  
Board of Directors

On behalf of the Board of Directors of the New Haven Free Public Library I would like to recognize and thank the many people who contributed to this excellent Strategic Plan. Their generous contribution of time, experiences and thoughts were vital in the development of a plan that is responsive to the variety of goals, needs, hopes and dreams of our growing and changing New Haven community. *creating community, unleashing potential* recognizes we begin on the firm foundation of a strong, existing library system. It reflects our commitment to ongoing excellent service and highlights the contributions that a great library makes to its city. We look forward to watching this plan unfold over the next three years.

## **VISION**

The New Haven Free Public Library is a community treasure focused on creating experiences for all ages that support cultural connections, economic engagement, lifelong learning, and young minds. The Library will serve as a powerful force as we create strong neighborhoods, acknowledge the academic success of every school child, and help the city become a job generator.

## **MISSION**

The mission of the New Haven Free Public Library is to ensure that all of New Haven's citizens have full and unlimited access to information and knowledge so that they may meet the needs of daily living, have opportunities for self-education, and participate successfully in self-government.

## **VALUES**

- Promote the joy of reading.
- Deliver superlative library programs that meet the needs of the community.
- Introduce technology that is relevant, user-friendly, and can help with issues surrounding the digital divide.
- Acquire collections that help customers gain knowledge, as well as to be able to read for pleasure.
- Connect people to people.
- Create services that provide opportunities for both learning and recreation.
- Engage knowledgeable staff and assist them in providing the best customer service possible.

## OUR SYSTEM YESTERDAY

The New Haven Free Public Library (NHFPL) began its remarkable relationship with the citizens of New Haven in 1886 when the City appropriated \$12,000 to establish a free public library. The Library moved from its initial location on Chapel Street to Church Street in 1890, and then to the current location of the Ives Main Library at 133 Elm Street in 1911. In addition to the Ives Main Library, the Library has expanded to include four unique branch libraries located throughout the City.

The Library has enjoyed a reputation as one of the best libraries of its size in the state, boasting a collection of over 400,000 items, in a variety of formats. The NHFPL provides a wide variety of programming and events supporting literacy, education, and enrichment for all ages. As we move into the 21st century, the NHFPL aims to position itself as a key educational resource in the community for generations to come.



## OUR SYSTEM TODAY



### IVES MAIN LIBRARY

133 Elm Street  
203.946.8130



### FAIR HAVEN BRANCH

182 Grand Avenue  
203.946.8115



### MITCHELL BRANCH

37 Harrison Street  
203.946.8117



### STETSON BRANCH

200 Dixwell Avenue  
203.946.8119



### WILSON BRANCH

303 Washington Avenue  
203.946.2228



### READMOBILE

Library without Walls  
203.946.2279



# reader's guide

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## ADDENDA

data analysis master report	
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staff survey results	

### everyone benefits

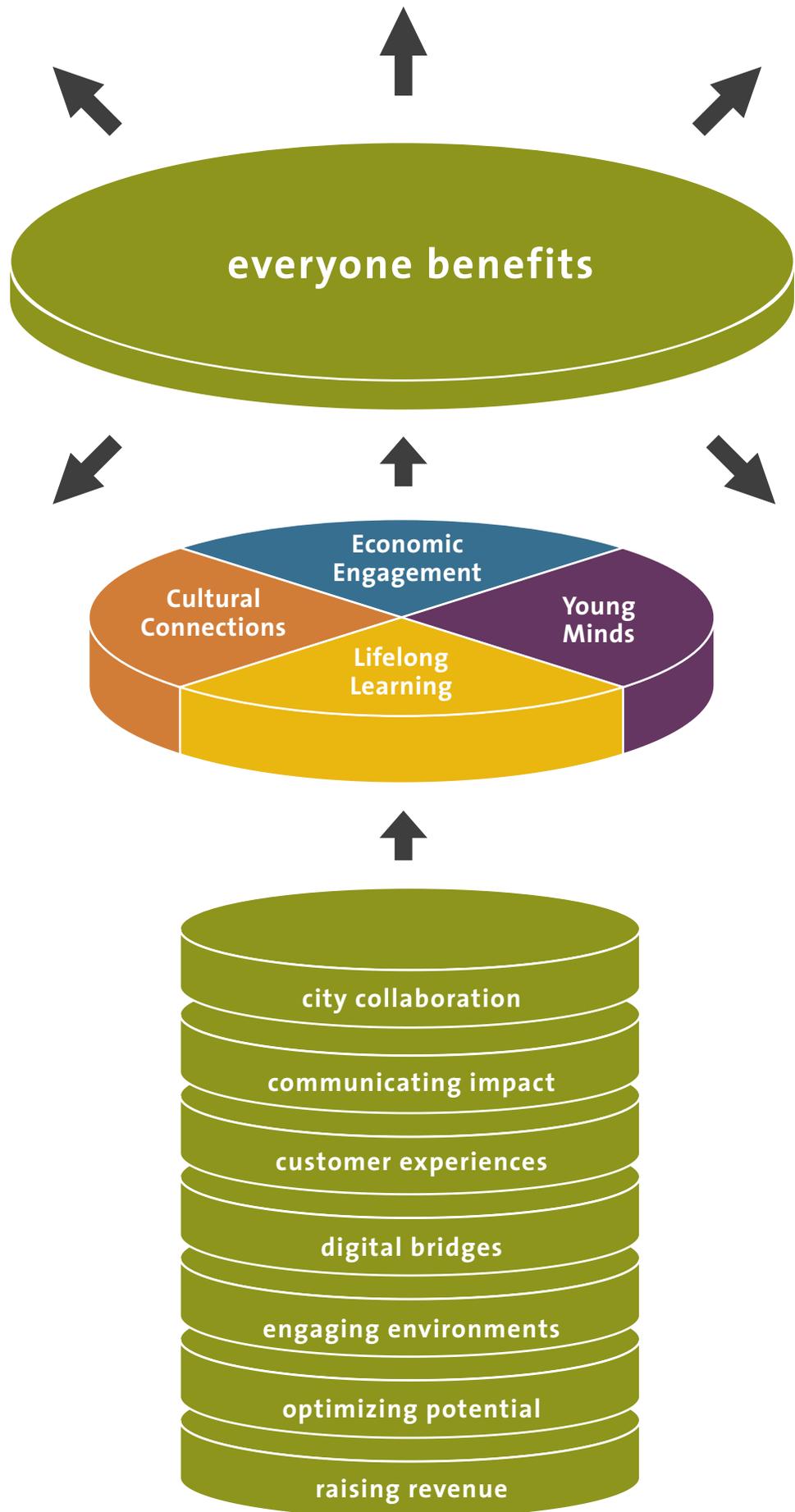
Everyone benefits as we make progress on our strategic goals and focus areas.

### focus areas

The four focus areas create a meaningful program and service experience.

### strategic goals

Progress in these seven strategic goals has the most direct impact on the ability to move forward in our four focus areas.



# strategic goals

- 1 city collaboration
- 2 communicate impact
- 3 customer experiences
- 4 digital bridges
- 5 engaging environments
- 6 optimizing potential
- 7 raising revenue

# focus areas

NHFPL's array of services and programs focus on four key functional areas:

## Cultural Connections

Showcases exhibits and events highlighting literature, art, and global cultures.

## Economic Engagement

Supports workforce readiness, economic vitality, and neighborhood health and stability.

## Lifelong Learning

Celebrates the lifetime learning curve, including career-building, parenting, finances, wellness, civic engagement, technology, and much more.

## Young Minds

Seeks to engage young people, ages birth to 17, to enlighten and encourage them in their academic and personal lives.

# strategic goals in brief

## 1 city collaboration

The new Mayor, and other elected officials, will recognize the great value of the Library to the City of New Haven. The Library will partner to a high-degree with the Chief Administrative Officer, explaining the key goals of the organization. We will reach out to the Mayor's Communications Director as another way to tell the Library story and the contributions it makes to the City. The Board of Alders will be apprised more fully of the community engagement work the Library performs across the City.

## 2 communicate impact

Staff and public awareness of Library resources, programs, and events will be expanded. To ensure the offering of relevant services, we will seek customer feedback from key constituencies across the library system. An annual communications plan will be implemented to guarantee effective messages to the public. Our current menu of services will be showcased in both traditional and new venues across the City and shared with our nonprofit partners.

## 3 customer experiences

Crafting superlative customer experiences is the number one priority of the Library. As customer experiences continue to improve as we make progress on our strategic goals, the benefit to the community and to each person within improves as well.

The experiences include three areas in need of attention: programs, collections, and customer service.

**Programs** The NHFPL is committed to strengthening the prosperity and well-being of New Haven residents. All programs will be in line with the four areas of focus: cultural connections, economic engagement, lifelong learning, and young minds.

**Collections** We will improve our collections by implementing best practices for collection development, which will provide users with outstanding print and electronic resources.

**Customer Service** Exemplary customer service is essential. As the Library competes for people's time and attention, we strive to position ourselves as the premier educational resource for technology access, informational services, and youth of all ages.

## 4 digital bridges

We will engage learners through media, as we continue to build digital bridges for our customers by expanding their technology literacy. The Library will invest in advanced digital tools, public computers with upgraded software, and more electronic resources. Increased digital offerings will be accessible through the Library website, including reference databases, e-books, digitized print sources from the Library's Local History collection, and other downloadable tools.

## 5 engaging environments

The Library will transform each branch into a cultural anchor for the distinct communities they serve. To achieve the goal of creating comfortable, well-functioning facilities, the Library will redesign public spaces for improved interaction and collaboration, reconfigure service desks and staff workspaces to improve workflow, and make collections more accessible. Vibrant exterior and interior branded signage will highlight buildings and services to inform and engage customers.

## 6 optimizing potential

Optimizing staff potential is fundamental to customer service and relations. With the implementation of a staffing plan, optimal staffing levels for all facilities will be identified and improved, and there will be a stronger focus on employee responsiveness, cultural sensitivity, and respect for all residents. Diversity will remain a priority, along with implementing best practices to ensure the Library becomes a leader in providing an outstanding experience for all residents.

## 7 raising revenue

The Library is committed to maintaining its exemplary programs and services. To do that, we will look for ways to expand our partnership with donors, other foundations, grant-making agencies, and local business. To maintain the level of excellence already achieved, it is critical that the organization continue to look for ways to increase our revenue streams.



# institutional metrics

	Current Status	Our 3-Year Target
Operating Income Per Capita	\$30.36	\$40.00
Circulation Per Capita	2.8	3.4
Library Visits Per Capita	4.51	5.0
Program Attendance Per Capita	0.34	0.40
Collaborations with Other City Departments *†	—	—
Collaborations with Other Community Organizations *†	—	—
<b>Staff Satisfaction</b>	—	—
<p>We will conduct a baseline survey using three questions:</p> <ol style="list-style-type: none"> <li>1. What are the top two things you like the most about working at the Library?</li> <li>2. What are the top two challenges in working at the Library?</li> <li>3. How likely are you to recommend the Library as a place of employment to a friend or colleague?</li> </ol>		
<b>Customer Satisfaction</b>	—	—
<p>Baseline will be determined using one key question.                      “How satisfied are you overall with the Library?”                      More detailed data to be collected at least annually.</p>		

\* By program dollars and by number of program participants. Baseline will be developed.

† Status and three year target will be determined by the end of 2014.

## SEVEN STRATEGIC GOALS

- 1 **city collaboration**
- 2 **communicate impact**
- 3 **customer experiences**
- 4 **digital bridges**
- 5 **engaging environments**
- 6 **optimizing potential**
- 7 **raising revenue**

# 1 city collaboration

## A CITY DEPARTMENT ON THE MOVE

Increase the Library's annual budget by clearly documenting and communicating the value and impact of the Library to City government.

As the Library reaches out to more fully engage stakeholders and community members, so too will it reach out to more fully partner with other city departments and elected officials. The Library will connect with Departments that focus on community services. From Youth Services to Elderly Services, the Library can help with the afterschool programming through the "Open Schools" concept, violence prevention via the Street Outreach program, and issues of health and wellness for City residents. Likewise, the Library will do a better job of telling its story across the City.

The Library will work proactively to help ensure that the transition to a new mayoral administration is seamless. Every effort will be made to ensure the Board of Alders knows about major initiatives and developments that may interest their constituents.



*“I like the vision the management has presented for the future.”*

*“I am gratified the Board of Aldermen has provided the funding for extended hours. Our libraries are an extraordinary resource.”*

## OBJECTIVES

### OBJECTIVE 1

*Communicate effectively with the City.*

- Explain the key goals of the Library to the new City administration.
- Update Chief Administrative Officer on a monthly basis to ensure support and awareness.

### OBJECTIVE 2

*Work with City’s Director of Communications to share and promote the Library’s programs and services.*

- Distribute programming information to City Hall, Human Resources, Cultural Affairs, and Town Green Association.
- Support and participate with the City’s Green initiatives and Health and Wellness programs.
- Establish more substantial relationships with City Departments.

### OBJECTIVE 3

*Ensure the Board of Alders is apprised of the community engagement work the Library performs across the full City.*

- Share customer communications with the Board of Alders with follow up by Branch Managers.
- Hold an open house at each location and invite the Alders from the district each Library serves.
- Conduct a mini community needs assessment with the Board of Alders.

## ACHIEVEMENT METRICS

- Obtain annual increases to the Library departmental budget.
- Increase meeting room revenue by 3% every year.
- Add one full-time Young Minds Librarian by 2016 in each branch.
- Hold five in-service events for the Board of Alders annually at each location.
- Work to see 100% of library public relations information is sent to the City Director of Communications for Distribution.

## IMPACT ON INSTITUTIONAL METRICS

city collaboration	
	Circulation Per Capita
	Library Visits Per Capita
	Program Attendance Per Capita
•	Collaborations with Other City Departments
•	Collaborations with Other Community Organizations
	Staff Satisfaction
	Customer Satisfaction
•	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

- 1 city collaboration
- 2 communicate impact
- 3 customer experiences
- 4 digital bridges
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- 6 optimizing potential
- 7 raising revenue

## 2 communicate impact

### SHOUT IT OUT!

Ensure that people know about our programs, learning experiences, cultural events, resources, and collaborative spaces, as well as how the Library enriches the community as a whole.

A 2013 customer survey revealed that only 55% of respondents were aware of three of the Library's four branches. Currently 42% receive Library e-mails and 49% use the website to see what is happening at the Library. A small percentage (13%) get Library news through social media. Only a third of residents have active Library cards. This data suggests that there is a need and opportunity to reach active and potential customers using both traditional and new media. As part of a comprehensive marketing plan, social media can become a powerful tool to convey the Library's message.



*“Try to get the word out to the whole community about what the library does. Everyone should be using it all the time. Thank you for your hard work.”*

## OBJECTIVES

### OBJECTIVE 1

*Formalize an approach to Library communications and maintain our brand.*

- Create a strategic communications plan.
- Hire a part-time communications assistant.
- Conduct user surveys and input data into the Intranet.
- Collect outcome metrics and anecdotes from programs, classes, and individuals.
- Hold monthly system-wide communications and programs meetings.
- Utilize branded signage in all NHFPL locations.
- Develop a standard checklist for programs and events.

### OBJECTIVE 2

*Increase communications tools and focus.*

- Increase social media messaging and outreach.
- Begin consistent photographic documentation of events and activities to add to the website, Facebook, and Twitter.
- Document media attention.
- Continue identifying key media outlets.
- Evaluate and revise current media lists.
- Improve teamwork in programming and communications efforts.
- Enhance collection and management of customer contact data.
- Grow staff submissions to the website.

## FIND US ONLINE FOR THE LATEST EVENTS AND UPDATES

-  **Follow us** on Twitter @nhfpl
-  **Like us** on Facebook at facebook.com/nhfpl
-  **Check in** on Foursquare when you visit any of our library branches!
-  We're on Pinterest now too! pinterest.com/nhfpl

## ACHIEVEMENT METRICS

- Increase program attendance by 10% by the end of 2016.
- Increase user visits by 10% by the end of 2016.
- Increase monthly staff postings and other website content submissions by 20% per year.
- Grow community contact lists by 10% each year.

## IMPACT ON INSTITUTIONAL METRICS

communicate impact	
•	Circulation Per Capita
•	Library Visits Per Capita
•	Program Attendance Per Capita
•	Collaborations with Other City Departments
•	Collaborations with Other Community Organizations
	Staff Satisfaction
•	Customer Satisfaction
•	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

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## 3 customer experiences

### WE WANT MORE!

Meet the needs of the City and its residents by making strategic choices in the areas of programming, collections and customer service models, with particular attention to the multilingual needs of the City.

Increasing the quality of our programming, and increasing Library user visits and circulation will be a priority over the next three years. Currently, the NHFPL is lagging behind in these areas when compared to libraries serving similarly sized populations across the state. The average program attendance per capita at libraries serving populations over fifty thousand is 0.39, while the NHFPL reports 0.34 per capita. However, the average number of attendees per program has increased from 20 to 22 over the last year. In terms of overall Library visits, the NHFPL reports 4.51 per capita, compared to 5.46 for peer libraries. The NHFPL's circulation per capita is at 2.46, compared with 7.69, but is on the rise. Circulation increased by 40,000, to 2.77 per capita over the last fiscal year. The purchase of additional e-books and downloadable audio books has expanded our electronic offerings, and checkouts of downloadables have increased 41% over the previous year.



*“I love the Library... I would urge the New Haven Free Public Library to be open more hours and do what they can to further outreach to the rest of the community.”*

## OBJECTIVES

### OBJECTIVE 1

*Provide a comprehensive slate of programming, based on data, to serve key constituencies across the system.*

- Conduct customer surveys to identify new programming needs.
- Determine what data is collected, with the goal of improving analysis and reporting capabilities.
- Continue to partner with local organizations for diverse programming.
- Increase programming collaborations across the Library system.
- Purchase a brand new ReadMobile and outfit it with new collections, technology, refrigeration, and more program space.

### OBJECTIVE 2

*Provide a quality collection, based upon customer needs.*

- Analyze collection-use trends and development and tailor purchases to meet local and rapidly changing demands.
- Develop a work plan for digitization of significant local history materials.
- Use circulation statistics to identify community interests.
- Enhance e-book offerings, as well as other e-resources.
- Obtain software providing the ability to analyze collection usage.

### OBJECTIVE 3

*Create programs built around interest-driven learning for adults, teens, and children to help them succeed in school, careers, and life.*

- Expand current job search and computer skills programs to better support job seekers.
- Enhance current entrepreneur programs by introducing bilingual small business workshops in partnership with Hispanic business associations.
- Designate a space to allow customers to use new and emerging technologies, including a 3-D printer station, tablets, and e-readers, with staff to instruct and aid in usage.

### OBJECTIVE 4

*Place new materials on the shelf in a timely manner to benefit customers and increase self-serve options online.*

- Research and present a plan for implementation of RFID technology and a collections inventory.
- Offer self-checkout options at all locations.
- Add the option for customers to place holds on items currently on shelf.
- Analyze the current workflow in new materials processing to determine areas of improvement and create a plan to address them.

## ACHIEVEMENT METRICS

- Annual surveys show a minimum of 80% of customers evaluate programming at a level of satisfactory and above.
- Annual surveys show collection satisfaction rating is a minimum of 80%.
- Increase circulation 10%, based on system-generated statistics.
- New materials will be available in two weeks.
- Lost and billed items will be reviewed and replaced as necessary within three months and updated in the catalog.

## IMPACT ON INSTITUTIONAL METRICS

customer experience	
•	Circulation Per Capita
•	Library Visits Per Capita
•	Program Attendance Per Capita
•	Collaborations with Other City Departments
	Collaborations with Other Community Organizations
	Staff Satisfaction
•	Customer Satisfaction
	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

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## 4 digital bridges

### E-BOOKS, TABLETS AND THE CLOUD, OH MY!

Become a technology learning hub for New Haven by providing customers with high-quality computer literacy training and with opportunities to experience emerging digital tools and resources.

The Library's 220 public computers are in constant use; customers logged in for 120,000 sessions last year. According to a 2013 customer survey, 40% of visitors come to the Library to use our computers. Twenty-seven percent of customer usage was to access the Wi-Fi available at all library locations. Database usage, both in-house and remotely through our website, is close to 70,000. During 2012-13, staff conducted computer classes for over 500 customers. The Technology Center staff helps users with online job applications, e-mail set-up, resumes, e-research and many other activities. In New Haven, with an unemployment rate that hovers around 11% and general poverty levels at 26%, the technological divide cannot be ignored. The public is growing more proficient with technology and there is a shift from computers to mobile devices. Students remain in need of training on computer programs that will help them succeed academically and in the workforce.

Our goal is to introduce both staff and customers to emerging technologies like e-readers, tablets, and other digital devices. With 34% of customers using the Library for research and study, the Library will increase digital content, digitized documents and research databases, available to users. The Library will strive to become a technology hub, teaching both basic and more advanced skills to our public.



*“The library is the place where the digital divide can be truly leveled.”*

*“[I would like] professional development—training in website building, intermediate and advanced computer classes.”*

## OBJECTIVES

### OBJECTIVE 1

*Expand learning opportunities available through the website, and offer a variety of digital devices for training and to access Library e-resources.*

- Record events, classes and programs for online access; create an online archive of Library events.
- Create tutorials and identify learning tools and databases for access through the website.
- Acquire a variety of media devices, including tablets and e-readers, for staff and public training.
- Obtain e-book readers for customer usage by the end of the second year; assure that all public-service staff have the ability to provide e-book reader assistance to customers.

### OBJECTIVE 2

*Offer experiential training for customers and staff on new technologies.*

- Ensure that all technology is well-maintained.
- Survey customers about training needs.
- Introduce a wider variety of training and class offerings, concentrating on needs identified through the survey.
- Develop curricula and offer proficiency certification for a variety of classes and workshops.
- Complete at least one core technology course by Year 2 (all staff).
- Create dedicated locations and time for staff technology exploration.
- Develop a hands-on exploration and instruction space to provide access to selected current technologies.

### OBJECTIVE 3

*Increase our digital resources through internal digitization projects and external subscriptions and purchases.*

- Continue digitization of select groups of items from the Local History collection.
- Enhance database offerings to provide a broader range of content, reflecting New Haven School’s curriculum.
- Collaborate with local partner organizations to increase the scope and availability of our online content.

### OBJECTIVE 4

*Provide students with training on computer programs that will help them succeed academically and in the workforce.*

- Coordinate with public school Media Specialists to design and develop curricula.
- Design classes targeted to the tween and teen demographics.
- Duplicate class offerings from Ives Main Library into all four branch locations.

## ACHIEVEMENT METRICS

- Ensure 80% of events, programs, and classes are available online within two weeks of event occurrence.
- Research and develop 10 online tutorials by the end of the first year.
- Increase the number of tablets and other electronic devices by 20% each year.
- Raise the number of FTEs in Information Technology from two to four.
- Increase online digitized content and research databases by 10% each year.
- Provide five workshops on technology for Young Minds.

## IMPACT ON INSTITUTIONAL METRICS

digital bridges	
	Circulation Per Capita
•	Library Visits Per Capita
•	Program Attendance Per Capita
•	Collaborations with Other City Departments
•	Collaborations with Other Community Organizations
•	Staff Satisfaction
•	Customer Satisfaction
	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

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- 6 optimizing potential
- 7 raising revenue

## 5 engaging environments

### STOP BY AND SEE US

Transform each location into a key destination and cultural anchor for the vibrant communities they serve.

The Library's five locations welcomed over 580,000 customers this past year. Fifty-four percent of customers surveyed reported that they spend time reading in our libraries and 46% come to attend the over 2,000 programs offered each year.

Thousands (55%) come to browse our shelves. Our meeting rooms are used, on average, over 850 times yearly by the wide variety of community groups that enrich the civic life of the City. Our public computer and Internet sessions number 119,626 per year.

We will create and maintain spaces that are flexible enough to promote a variety of uses: discussion and collaboration, quiet reading, online research, educational programs for children, teens and adults, exhibits, and cultural events.

The Library serves as both an active center for public life and a welcoming space for individual discovery.



*“The Library is important to me because it is a good environment to be around, Also it is a good place to look up and research things.”*

*“People get very frustrated when they can’t find what they’re looking for...”*

## OBJECTIVES

### OBJECTIVE 1

*Create public spaces that effectively respond to customer needs.*

- Reconfigure staff workspaces to be more efficient.
- Redesign the performance and exhibit area at Ives Main Library.
- Create a special addition for the 50+ Transition Center.
- Redesign the Business Corridor and the Young Minds Area at Ives Main Library.
- Stabilize and restore the WPA murals in the Program Room at Ives Main Library.
- Relocate major collections at Ives Main Library to improve access to resources.
- Create designated areas for teens at all library locations over the course of the three-year plan.

### OBJECTIVE 2

*Complete branding by adding more effective interior and exterior signage at all locations to emphasize the Library as a system.*

- Create and install consistent signage system wide.
- Ensure signage is presented in relevant languages.
- Survey the public and staff to evaluate effectiveness of signage.

### OBJECTIVE 3

*Keep all facilities welcoming and inviting.*

- Conduct public surveys at all locations to measure the use and effectiveness of redesigned public workspaces.
- Conduct staff surveys at all locations to measure the use and effectiveness of redesigned staff workspaces.
- Create a yearly major project plan via the Facilities Team.
- Complete and confirm a monthly master Maintenance Checklist.
- Hire additional maintenance staff.

## ACHIEVEMENT METRICS

- Reduce complaints concerning cleaning performance from site managers by 80%, using a baseline of existing data.
- Make sure 80% of the public will rate the cleanliness and functionality of facilities as good-to-excellent in user survey by the end of 2016.
- Ensure 90% of the public will rate signage as clear and useful in a user survey by the end of 2016.

## IMPACT ON INSTITUTIONAL METRICS

engaging environments	
•	Circulation Per Capita
•	Library Visits Per Capita
•	Program Attendance Per Capita
	Collaborations with Other City Departments
	Collaborations with Other Community Organizations
•	Staff Satisfaction
•	Customer Satisfaction
•	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

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## 6 optimizing potential

### HOW CAN WE HELP YOU?

Offer staff the tools and experiences necessary to provide exemplary customer service.

The overall quality of the customer experience that our Library users receive is our highest priority. Current customer-service ratings are rated “fair” and need to improve significantly. A recent community needs assessment showed that the public rated customer service at 1.75 out of a possible 2.5 score. Fifty-five percent of staff indicated a need for additional training in the area of technology, while 27% acknowledged a need for additional customer service training. The NHFPL needs to find new ways to connect with customers by better understanding the population it serves. The fastest growing population in New Haven is Hispanic, accounting for 27.4% of the City’s population, according to the 2010 US Census.



*“I’m very pleased with the library service. There should be a volunteer program for us to support our library, to give back a little bit of what the library has given to us.”*

## OBJECTIVES AND TACTICS

### OBJECTIVE 1

*Create a staffing plan that will address the need for more staff and the need for improved compensation to allow the NHFPL to retain the best and the brightest workforce possible.*

- Draft a staffing plan that addresses both staffing needs and diversity.
- Hire more Spanish-speaking staff.
- Request additional positions in the Library’s annual budget.
- Conduct a cost analysis of annualized salaries to include State of Connecticut comparisons.
- Work with stakeholders to lobby for more staff and competitive salaries.

### OBJECTIVE 2

*Establish a development plan that addresses gaps in knowledge and training performance and allows for individual goal-setting and performance.*

- Draft a goal-setting plan, with staff input.
- Provide targeted, job-related training for all staff.
- Survey staff for additional training needs.
- Promote customer service models that provide easy access to the Library’s multitude of resources.

### OBJECTIVE 3

*Improve organizational communication skills and organizational citizenship.*

- Lead an organization citizenship education session for all Managers.
- Engage staff in a special individual impact session.
- Continue to use NHFPL News as a communication tool.

## ACHIEVEMENT METRICS

- Increase number of FTEs by a minimum of 20% (10 FTEs) by 2016.
- Obtain 100% of full-time staff in a goal-setting and self-development process.
- Ensure 80% of staff will accomplish goals established in goal-setting process.
- Work to see that 100% of Librarians on staff will have participated in one professional development activity per month by the end of 2014.
- Make sure 100% of full-time staff will have attended two all-staff training events per year beginning in 2014.
- Note that a minimum 70% of all employees will recommend the Library as an excellent place to work to friends and family on a bi-annual Climate Survey, beginning in 2015.

## IMPACT ON INSTITUTIONAL METRICS

optimizing potential	
	Circulation Per Capita
	Library Visits Per Capita
	Program Attendance Per Capita
	Collaborations with Other City Departments
	Collaborations with Other Community Organizations
•	Staff Satisfaction
•	Customer Satisfaction
	Operating Income Per Capita

## SEVEN STRATEGIC GOALS

- 1 city collaboration
- 2 communicate impact
- 3 customer experiences
- 4 digital bridges
- 5 engaging environments
- 6 optimizing potential
- 7 raising revenue

## 7 raising revenue

### **MONEY, MONEY, MONEY**

Increase the Library's annual budget and expand financial support received from private donations and grants.

The Library's operating income, per capita, is 40% below the average of similar-size towns in Connecticut, which is approximately \$30 versus \$50. The Library's operating income, per capita, is falling (2011 = \$31.38; 2012 = \$30.36). It is critical that the City increase the Library's budget, that the Library find new sources of funds, and the Library Foundation increase its fund-raising ability.



*“Thanks for continuing to do so much, in such a tough financial time. The Library is so important to all members of the community, and is sometimes undervalued.”*

## OBJECTIVES

### OBJECTIVE 1

*Work with City Administration, the Board of Alders, and our customer constituency to build support for the Library’s budget.*

- To ensure an increase to the Library budget each year, we will engage the Mayor and the Board of Alders regarding all services.

### OBJECTIVE 2

*Manage and grow endowment funds towards a balance of safety and maximum return.*

- Work with the Community Foundation for Greater New Haven to steward endowment funds.
- Work with NHFPL Foundation to increase legacy donations.

### OBJECTIVE 3

*Increase revenue sources within the Library.*

- Identify, research, and develop programs and services that can be fee-based without compromising the Library’s value of “Free and Open to All.”
- Use social media, website, and community marketing to promote fee-based programs and services.
- Review return-on-investment and profitability of fee-based efforts bi-annually.

### OBJECTIVE 4

*Work closely with the NHFPL Foundation to support and facilitate philanthropic giving from grant funders, corporations, and individual donors.*

- Clearly articulate NHFPL’s funding priorities and update this funding list annually with compelling cases for support.
- Convene a Grants Committee made up of Library and Foundation staff.
- Gather and grow Library contacts using the Communications Committee.
- Share appropriate donor contact information with the Foundation for philanthropic cultivation and solicitation.
- Include Foundation events and efforts in Library marketing to both traditional and social media outlets.
- Support the Foundation in the development and continued updating of NHFPL Foundation pages of the NHFPL website.
- Connect Foundation staff with both potential donors and customers whose lives have been changed by the Library.

## ACHIEVEMENT METRICS

- Increase the city budget every year.
- Increase endowment by 10% by 2017.
- Enlarge fee-based revenue increases by 35% by 2017.
- Ensure a minimum of 80% of customers will indicate satisfaction with fee-based programs and services.
- Work to obtain a 30% increase in overall grant funding by the end of 2016.
- Increase Annual Appeal mailing list to over 2,000 addresses, with a revenue increase of 25%.
- Activate NHFPL Foundation website in 2014.
- Close the 125 and Beyond NHFPL Campaign by the end of 2016 with \$1.25M raised.

## IMPACT ON INSTITUTIONAL METRICS

raising revenue	
	Circulation Per Capita
	Library Visits Per Capita
	Program Attendance Per Capita
•	Collaborations with Other City Departments
	Collaborations with Other Community Organizations
	Staff Satisfaction
•	Customer Satisfaction
•	Operating Income Per Capita



# planning

## THE PLANNING PROCESS

The process of creating a strategic plan for 2014-2016 was undertaken with an eye toward the changes the NHFPL has encountered, as well as a focus on where we need to be in the future. With input from staff, customers, board members, and donors we evaluated our strengths, the needs of the community, and areas ripe for enhancement. The planning process recognized the need for a system-wide approach, while still honoring the uniqueness and diversity of our branch neighborhoods. As noted, the organization is moving toward the use of more concrete institutional metrics to become more fully data-driven as decisions are made. In looking at the strategic plan, the Library has created a roadmap that speaks directly to community aspirations.



*“The libraries have been an essential part of New Haven in my life.... At a time now where our country is cutting funding everywhere, education and information sharing should never be cut. This is for the benefit of our citizens and the children whom are our future.”*

## BACKGROUND

- Establishment of Strategic Planning Committee. A team of 10 staff members from across the NHFPL system began meeting in January of 2013. Organizational Performance Group (OPG) provided training on the process and different approaches.
- Drafting of Goals and Metrics. The Strategic Planning Committee broke into small groups to craft four to six goals and metrics for measuring those goals from January through April 2013.
- Full-Time Staff Retreat. All full-time Library staff met to review and refine the goals and metrics in the Spring of 2013. Staff were divided into tables and given one to two goals to review and comment on. They also began to develop survey questions for staff and customers. These table groups met again later to review all of the other complete goals.
- Surveys were created for staff, customers, and board members. 70% of staff, 75% of the board, and 125 customers provided their input on how the Library is performing and how it can improve. That feedback, as well as the results from the 2011 Community Needs Assessment, were used to further refine the plan’s goals and metrics.
- Writing Committee. A team of three committee members were given all of the goals and metrics in June to be turned into a cohesive document.
- Plan Review. The work done by the writing committee was reviewed by the larger committee throughout the summer and by all staff in August 2013. Further refinements were made.
- Board Approval. The final plan was approved by the Board of Directors on October 22, 2013, for a January 2014 implementation.

## THE FUTURE

In crafting the 2014-2016 plan, the Strategic Planning Committee first created a list of “great leaps” that would move the entire organization forward and truly change the way the NHFPL will represent itself.

After much thought and consideration, the committee concluded that the Library needed to focus on iterative goals in order to lay the groundwork for the great leaps in the years to come.

The plan is shaped with the understanding that change is inevitable, and that the Library will remain flexible and adapt its goals and objectives as needed. In this fast-paced, ever-changing world, we anticipate our tactics may vary from year to year. At the same time, we will maintain our core values, measure all we do against our mission, and remain focused on creating community and unleashing potential for all citizens of New Haven.

We invite you to consider how your public library should work for you.







BETTER STRATEGIES.  
BETTER LEADERS.  
BETTER ORGANIZATIONS.

*New Haven Free Public Library*

# Data Analysis Master Report

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*July 2013*

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## The Headlines

- **The Library is underfunded.** The Library’s “operating income per capita” is 40% below the average of similar size towns in Connecticut (approximately \$30 versus \$50), and the Library’s operating income per capita is falling (2011 = \$31.38; 2012 = \$30.36). It is critical that the City increase the Library’s budget, the Library find new sources of funds, and the Library Foundation increase its fundraising ability. Staff salaries should be examined as well.
- **Increasing both program attendance and library visits per capita should be a priority** because this is an indirect measure of mission achievement. Currently New Haven is one of the lowest libraries in both measures as compared to cities and towns of similar size in Connecticut. “Library visits per capita” has taken a significant leap under the new leadership but it needs continued attention (CT State Library). However, library visits and electronic use should be measured in new ways once partnerships are created that bring the Library into other institutions. This can best be done by creating innovative partnerships with key City departments and organizations around New Haven. For example, the partnership with Gateway could give every student a library card and would result in stronger use of the Library.
- **The Library plays a key role in solving City-wide issues** and should be more articulate and “at the table” for these conversations. Given that fifty-seven percent (57%) of New Haven’s citizens are functionally illiterate (Read to Grow) and “users love and value the Library” (Giving Collaborative), the Library can be a catalyst for significant social change. “With all the cuts, [the Library] has been a constant resource for our communities.” (OPG)
- **Customer service ratings are fair but need to get better.** Customer service ratings across all locations averaged 1.75 out of a possible 2.5 score (Giving Collaborative). This is equivalent to a “C” grade. Customer service is rated as “very good” or higher only at the ReadMobile (Giving Collaborative).
- **Hiring more Spanish speaking staff** (or training existing staff to speak Spanish) is critical to the long-term future of the Library, as are Spanish language materials and programs. The Latino population is growing (27.4% of New Haven population as of 2010 US Census), and Spanish is a first or second language for at least 30% of New Haven’s citizens (DataHaven). It would be beneficial to analyze the Library’s usage by minorities and by location to determine which programs and types of materials are most useful to each community.



## ***New Haven Free Public Library – Data Results***

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- **More computers, more technology, and more IT training** are needed; many users come to the library for its computers. The Library can play a key role in closing the technological

divide, an enormous issue for a City like New Haven with a significant population in the lower income brackets (26.3% below poverty line, US Census 2010) and with high levels of functional illiteracy.

- **Continuing to address the environmental issues** created by clients who are suffering from addiction, mental illness, and other conditions that create behavioral issues inside the Library will require partnering more closely with social service agencies and providing staff training in how to handle these behavioral issues. Staff mentioned this issue and its impact on morale in the staff survey (OPG).
- **Management and leadership training and practices** must continue to improve. The resulting better management and leadership will address several concerns raised by staff, including better management-union relationships. The staff has seen progress in this area over the last six months (OPG). In addition, the Board's behavior impacts the ability of the Library leadership to lead. The Board understands that it must focus more on its strategic and governance responsibilities, and less on managing or micro-managing the Library; this is moving in the right direction (OPG).
- **Reimagining the Library's space for the 21<sup>st</sup> century** to incorporate more group work spaces, places for conversations, more technology, and food will meet the needs of current users and possibly bring in new users. It must also pay attention to basic cleanliness, signage, and other foundations of a pleasant experience for both customers and staff. Cleanliness matters and the Library gets generally high marks (OPG).
- **Communication with all constituents is improving and needs relentless attention.** Customers use email and the Library itself for news about the Library; staff use email and each other to learn about goings-on at the Library (OPG). Streamlining, standardizing, and increasing these communication methods will improve scores in many areas. As the technological divide narrows, the Library can continue to use online and email communications and increase its use of social media to reach even more of its constituents.

## Proposed Institutional Metrics

### **Circulation per Capita**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

### **Library Visits per Capita**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

### **Program Attendance per Capita**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

**Collaborations with Other City Departments (by program dollars and by number of program participants)**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

**Collaborations with Other City Institutions (by program dollars and by program participants)**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

**Staff Satisfaction**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

**Customer Satisfaction**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

**New Haven Free Public Library – Data Results**

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Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:

**Operating Income per Capita**

Baseline:

Minimum acceptable level:

Maximum acceptable level:

Targets:

2014

2015

2016

Source of Data:

Metric Responsibility of:

Frequency of measurement:

Frequency of review:



BETTER STRATEGIES.  
BETTER LEADERS.  
BETTER ORGANIZATIONS.

*New Haven Free Public Library*

# Board Survey Results

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*22 June 2013*

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## New Haven Free Public Library – Board Survey Results

### METHODOLOGY

The survey questions were designed after a careful review of strategic goals that the Library Staff identified during an all-day retreat on April 17, 2013.

- The survey was open from May 23 to June 4, 2013.
- After the initial invitation, one reminder was sent to encourage participation.
- We received responses from six Board members (75% response rate).



### RESULTS

Board members were asked to name **the top two strengths of the Library**.

- Service: Serving the community, free and accessible to all, an important and quality resource
- Staff: mission-motivated, providing great service
- Location: central and in multiple neighborhoods

*Its commitment to being open during hours most needed by the New Haven community, notwithstanding financial limitations.*

Board members were asked to identify **two ways in which the Board could help the NHFPL become a better library**.

- Marketing and promotion: suggest programs that help engage residents, promote library services, bring more people to events
- Staff: recruit and support a great city librarian and help management foster staff growth
- Funding: secure long-term governmental funding, make the library a philanthropic priority, raise more money
- Advocacy: advocate to new mayor and board of aldermen, be more vocal and advocate the library in their communities, create strategic partnerships

*By making the library a philanthropic priority and making financial gifts that reflect that priority-thinking.*

Board members were asked to specify **what they needed to increase their effectiveness**.

- Reflection and refinement: articulation of each board member's strengths; refined and defined role for each member, annual meeting to reflect, review, and renew; a meaningful retreat to learn how to be a more effective board; understanding that the board should not be involved in operations

## ***New Haven Free Public Library – Board Survey Results***

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- Best practices: better understanding of methods of successful libraries around the country, how to adapt in the electronic age, how do “libraries of the future” look like
- Greater fundraising success
- Visibility in all library locations

*Once a year meeting as the Board alone without a regular agenda, to think, reflect, review, and renew.*

Board members were asked to specify **what training or support would be most helpful for the Board members.**

- CEO and senior staff: providing high level accountability, defining metrics to evaluate, avoiding micromanagement
- Information and discussion: how boards from comparable library systems helped their libraries advance; how to advocate to various constituencies (elected officials, media)
- Internally: Learning more about each other; training for new members
- Other: No more training



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*New Haven Free Public Library*

# Staff Survey Results

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*18 June 2013*

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## METHODOLOGY

The survey questions were designed after a careful review of strategic goals that the Library Staff identified during an all-day retreat on April 17, 2013.

- The survey was open from May 23 to June 4, 2013.
- After the initial invitation, two reminders were sent to encourage participation.
- We received responses from 55 staff members (70% response rate).



## RESULTS

Staff members were asked to name **the top two things they liked about working at the Library**. The word cloud below represents the twenty five most often occurring words in the responses. The larger the font size, the more often a word was mentioned. (Word cloud courtesy of wordle.net)



Staff members were also asked to name **the top two challenges about working at the Library**. The word cloud below represents the twenty five most often occurring words in the responses. The larger the font size, the more often a word was mentioned. (Word cloud courtesy of wordle.net)



Staff members were asked to name **the top two things they liked about working at the Library.** The table below summarizes the categories that emerged from the responses.

Category	% of responses (106)	Examples and Quotes
Patrons	58%	<ul style="list-style-type: none"> <li>Helping and interacting with the community: connection to the community, enjoying helping people, learning from patrons, sparking curiosity</li> <li>Being part of an organization that makes things a little better for others</li> <li>Connecting with patrons - good conversations -- where I learn something</li> <li>Leveling the playing field</li> <li>The environment is interesting and challenging: using problem-solving skills to help the public, exposure to many ideas, different challenges on a daily basis, learning new skills/professional development</li> </ul>
Work environment	42%	<ul style="list-style-type: none"> <li>Resources</li> <li>The organizational management, mission, and vision</li> <li>The staff</li> <li>Every day is like a new chapter in a book.</li> <li>[The] ability to pursue useful and interesting projects.</li> <li>Being surrounded by so much awesome knowledge!</li> </ul>

**New Haven Free Public Library – Staff Survey Results**

Category	% of responses (106)	Examples and Quotes
		<p>Freedom to be creative with programming</p> <p>The vision the management has presented for the future</p> <p>Getting to work with people with different levels of experience in different fields</p> <p>I enjoy working with all of the staff in the library. Everyone is always very helpful.</p>

Staff members were also asked to name **the top two challenges about working at the Library**. The table below reports categories that emerged from the responses.

Category	% of responses (105)	Examples and Quotes
Lacking resources	34%	<ul style="list-style-type: none"> <li>• Low pay</li> <li>• Lack of appropriate staffing</li> <li>• Lack of needed materials</li> <li>• Budget problems</li> </ul> <p>Not having enough professional assistance (librarians in my department)</p> <p>Staffing and salaries are far below the national average. If we want to keep the best and the brightest we cannot halve the staff in a 13-year span while patron numbers and circulation nearly doubles puts quite a demand on the staff and breeds tremendous amounts of stress, tension, and feelings of hopelessness when the city continues to cut our budget every year by twenty to thirty thousand dollars despite our track record of being one of the services citizens actually love.</p>

**New Haven Free Public Library – Staff Survey Results**

Category	% of responses (105)	Examples and Quotes
Poor organizational structuring and management	22%	<ul style="list-style-type: none"> <li>• Inflexibility of work hours</li> <li>• Favoritism</li> <li>• Inability to advance in the organization</li> <li>• Divisiveness and labor issues</li> <li>• Low morale</li> <li>• Rigidity</li> </ul> <p>Feeling like my work here is not supported Not having an inspiring and motivating supervisor Commitment to the organization and its mission is inconsistent.</p> <ul style="list-style-type: none"> <li>• Difficult patrons</li> <li>• Homeless patrons</li> </ul>
Patrons	13%	<p>Dealing with patrons who have attitudes, people who come into the library who expect exactly what they want when they want it Many of the adults in the library during the day are homeless or otherwise marginalized. We're underutilized (and therefore underappreciated) by the people who have the means to support us.</p> <ul style="list-style-type: none"> <li>• Worrying about colleague relations</li> <li>• Managing staff</li> </ul>
Staff/Colleagues	10%	<p>Dealing with colleagues who are burned out. A lack of communication in my department about what's going on, what everyone is working on -- just about everything. Communication with staff on all levels and we all need to be on the same page with our customers.</p> <ul style="list-style-type: none"> <li>• Parking</li> <li>• Safety</li> <li>• Putting books on the bottom shelf</li> </ul>
Lack of communication	9%	
Other	11%	<p>In the beginning, learning a new computer system was a bit of a challenge. Badly behaved patrons who disrupt others and may present a risk to staff.</p>

**New Haven Free Public Library – Staff Survey Results**

When asked how **they learned about what is happening at the library**, staff members indicated that email (85%) and other staff members (73%) were their main sources of information. The intranet (29%) and other options were used least often (16%).

*Percentages of staff members who selected each option*

1. Email	85%
2. Ask other staff members	73%
3. Direct line supervisor	58%
4. Program fliers	53%
5. Library website	47%
6. Staff meetings	47%
7. Intranet	29%
8. Other	16%

Responses: NHFPL News, word of mouth, patrons, other supervisors

Staff members were asked to choose what **training they needed to do their jobs better** (technology for staff, technology for customers, or customer service) or specify their own response.

*Percentages of staff members who selected each option*

1. Technology for staff	55%
2. Technology for customers	47%
3. Customer service	27%
4. Other	25%

**New Haven Free Public Library – Staff Survey Results**

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Responses:

- Training on how to deal with patrons who suffer from mental illness or substance abuse
- Training on how to deal with potential violence
- A thorough training when you start working here
- Programming
- Career development specific to positions
- Supervision and management training
- Conversational Spanish and Mandarin to help our customers
- Future of libraries training
- Expanding knowledge
- Wellness program
- Emotional Intelligence training
- Everyone should be trained on circulation procedures and reference questions
- Help with master’s degree

Staff members were asked to indicate **two ways in which the library could improve its services to the public**. Altogether, 51 staff members answered this open-ended question, providing 98 responses in total.

Category	% of responses	Examples and Quotes
Library - physical organization and technology	33%	<ul style="list-style-type: none"> <li>• An automated holds system</li> <li>• Get rid of stamps to check out items</li> <li>• Drop book bin</li> <li>• RFID</li> <li>• Self-checkout</li> <li>• Restructure stacks/services (group on one floor)</li> <li>• Upgrade computers</li> <li>• More signage and printed information, more signs in Spanish</li> <li>• Make it easier to get a library card</li> <li>• Keep staff at one location</li> <li>• Offer a Technology Resource Center</li> <li>• A more attractive interior, upgrade restroom</li> <li>• Parking for customers with children or older adults</li> </ul>

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**New Haven Free Public Library – Staff Survey Results**

Category	% of responses	Examples and Quotes
Improving customer service	31%	<ul style="list-style-type: none"> <li>• Provide regular training in customer service</li> <li>• Assure that librarians are friendly, pleasant, and helpful</li> <li>• Step from behind the desk/computer</li> </ul> <p>Staff spend more time smiling and looking interested instead of heads buried in computer screens.</p> <p>Instilling the idea that customer service is the number one goal of the organization.</p>
More staff	18%	Have all departments running with full staff.
Improve working atmosphere	18%	<ul style="list-style-type: none"> <li>• Staff need to treat each other with respect</li> <li>• Staff needs to be treated better</li> <li>• Increase teamwork.</li> <li>• Encourage work ethic and commitment</li> </ul> <p>Treat the staff better so that they would be motivated to treat the public better.</p>
More training for staff	16%	<ul style="list-style-type: none"> <li>• Training for new staff</li> <li>• Cross-training</li> <li>• Training in library resources and technology</li> </ul> <p>Increase staff knowledge of library resources and technology to enhance the customer experience.</p>
Collections	14%	<ul style="list-style-type: none"> <li>• Broaden and increase the collections.</li> <li>• Manage inventory regularly so that items can be Located.</li> <li>• Newspaper distribution using secure paper rods</li> <li>• Audio and visual aids</li> <li>• Add more streaming content (music, video).</li> <li>• Offer more online resources accessible off-hours.</li> </ul> <p>People get very frustrated when they can't find what they're looking for.</p>

**New Haven Free Public Library – Staff Survey Results**

Category	% of responses	Examples and Quotes
Expand programming	14%	<ul style="list-style-type: none"> <li>• More skills-oriented programs (computer, language, literacy, parents)</li> <li>• Grow children's programs (e.g., summer reading).</li> <li>• Capitalize on events that take place on the Green (e.g., the Arts and Ideas Festival).</li> <li>• More programming about current world issues, challenging topics</li> </ul> <p>Creation and evolution of our programming</p>
Engage customers	12%	<ul style="list-style-type: none"> <li>• Assess what customers want.</li> <li>• Reach out to the patrons to acknowledge their Importance.</li> <li>• Involve the public more in the processes.</li> <li>• Be accessible, not exclusive.</li> </ul> <p>Involve the public more in the processes.</p>
Hours open	10%	<ul style="list-style-type: none"> <li>• Sunday hours</li> <li>• Flexible hours</li> <li>• Reduce hours open</li> </ul>
Increase outreach	8%	<ul style="list-style-type: none"> <li>• Increase outreach to the community and schools.</li> <li>• Improve communication of library programs and services to people who are most likely to use them.</li> </ul>
Better communication	6%	<ul style="list-style-type: none"> <li>• More and updated information about events and programs for the staff</li> </ul>
Other	12%	<ul style="list-style-type: none"> <li>• Offer Beardsley Zoo pass</li> <li>• More money for materials</li> <li>• Staff development</li> <li>• Transparent budgets</li> <li>• Better security</li> <li>• Fewer meetings</li> </ul>

## New Haven Free Public Library – Staff Survey Results

Staff members were asked to specify, based on their experiences, **how the library could improve its signage** to help customers navigate the library better. The variety of responses did not allow for a meaningful percentage count. Instead, the table below presents specific ideas in each general category.

Category	Examples
<b>General comments</b>	<ul style="list-style-type: none"> <li>• Continue the branding process.</li> <li>• The branding process has already improved signage.</li> <li>• We are on the right track.</li> <li>• There are too many signs.</li> <li>• Any signs would be good since there are none.</li> <li>• The library provides adequate signage—and it is the duty of the library staff to provide directional information.</li> </ul>
<b>Map/Layout/Directory</b>	<ul style="list-style-type: none"> <li>• A large directory at the main entrance</li> <li>• Clear maps of where materials are located</li> <li>• Posted layout map</li> <li>• A directory of what is on each floor by the elevator and at major doorways/stairways</li> <li>• Updated, easily readable and easily available floor plan maps for customers</li> </ul>
<b>Types of signs</b>	<ul style="list-style-type: none"> <li>• Colorful, bright, and user friendly</li> <li>• Clear, short and to the point, less wordy, simple, no jargon</li> <li>• Placed in visible, strategic locations</li> <li>• Large, bold fonts</li> <li>• Large size of the signs</li> <li>• Uniform signs, branded, standardized, consistent</li> <li>• Use arrows to give directions</li> <li>• Removal of unnecessary signage</li> <li>• No taped up notices, laminate</li> <li>• Up to date and accurate information</li> <li>• Fewer little signs and more big signs for important destinations</li> </ul>
<b>Specific signs</b>	<ul style="list-style-type: none"> <li>• Clear signage for program location at Main from entrance to elevators</li> <li>• Restrooms</li> <li>• In the children’s room: few signs, at a child's eye level, in child-friendly language</li> <li>• Sign for the circulation and information desk at Main (and what services are available at each)</li> <li>• Signs that indicate the location of the book drops</li> <li>• Lower level at the stairs -- signs for each section (e.g., program room, performing arts area, restrooms)</li> </ul>
<b>Stacks</b>	<ul style="list-style-type: none"> <li>• Large, simple, clear and uniform signs in the ends of the stacks</li> <li>• Better signs about the split in non-fiction for adults at Main</li> <li>• Update stack labels</li> </ul>

## New Haven Free Public Library – Staff Survey Results

Category	Examples
<b>Technology</b>	<ul style="list-style-type: none"> <li>Examine technological approaches to signage (e.g., screen announcements).</li> <li>Move the large screen from the lobby to behind the circulation desk.</li> </ul>
<b>Translation</b>	<ul style="list-style-type: none"> <li>Signs need to be translated (especially into Spanish).</li> <li>Translated material needs to be accurate.</li> <li>More information (e.g., how to get a library card) translated into Spanish and other top 10 languages</li> </ul>
<b>Outside of the library</b>	<ul style="list-style-type: none"> <li>Reaching out to customers before they get to the library door so that they do not waste money on parking when the library is closed (e.g., a board sign at street level with the hours open).</li> <li>Library schedule should be on the door.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>Assess what people are looking for and place sign accordingly.</li> <li>Monitor what directional questions are posted on the Intranet.</li> <li>Examine where people are waiting for services and post signs there.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Due to the age of the building, it may not be possible to post much information.</li> <li>Suggestion box</li> <li>Electronic signage replacing paper</li> <li>Create user guides for services available in the library and on the website—place in a convenient location.</li> </ul>

Staff members were asked to indicate **ways, other than money, in which the library could recognize well-performing staff members**. Fifty staff members provided their ideas; some listed several options for rewarding employees. The responses were grouped into appropriate categories, which are arranged from most often to least often mentioned.

2. Recognition at staff meetings (with specifics provided)	18%
3. Saying “thank you” and “job well done”	16%
4. “Employee of the Month”	12%
5. Small Tokens (e.g., coffee, thank you notes, gift cards)	12%
6. A parking spot (e.g., for a month)	8%
7. A paid day off	8%
8. Personal recognition from the director or administration	6%
9. Fairness	6%
10. Respect	6%
11. Other	14%
Responses:	
1. Time for individual projects	
2. Information on what everyone is working on	
3. Soliciting input from the staff	
4. Opportunities for special projects, attending conferences	
5. Allowing well-performing staff to choose their schedules	

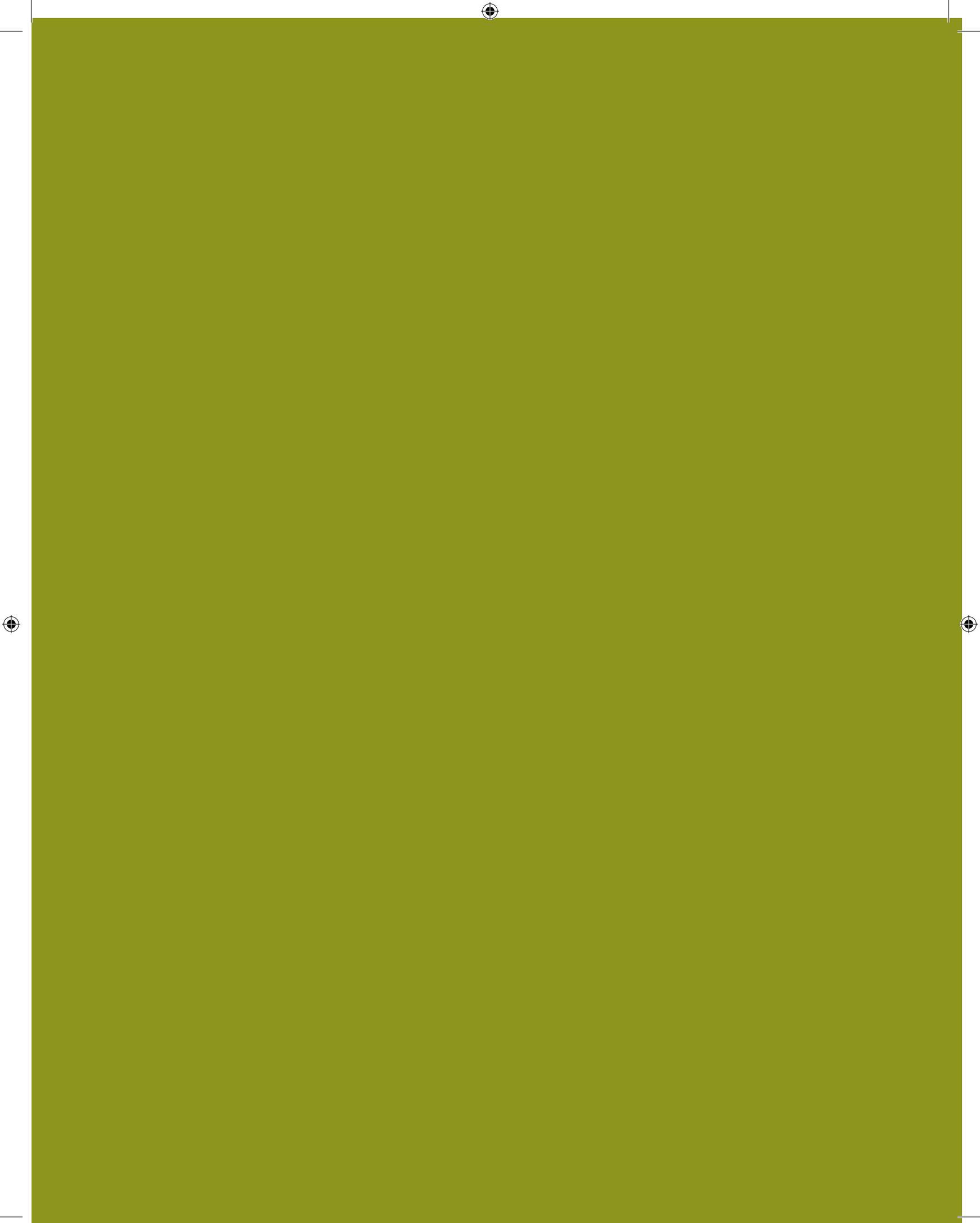
**New Haven Free Public Library – Staff Survey Results**

Staff members were asked to list any **additional comments** they had about the library. The variety of responses did not allow for a meaningful percentage count. Instead, the table below presents specific ideas in each general category.

Category	Examples
<b>Communication</b>	<ul style="list-style-type: none"> <li>• A daily and weekly email sent to all employees about programs and happenings</li> <li>• An daily alert system about program cancelations or any issues</li> <li>• Better communication between all library locations</li> <li>• Better communication across departments</li> <li>• Budget transparency</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• All staff should be giving the best customer service to all customers.</li> <li>• A greater focus on customer satisfaction-obtaining customer feedback and improving</li> </ul>
<b>Friends of the Library</b>	<ul style="list-style-type: none"> <li>• Start a Friends group and find ways to engage the public more.</li> <li>• Start a Friends or Comrade Group to run book sales instead of recycling books.</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Management should be visible to the public and solicit input from the customers on things that need to be improved.</li> <li>• The 4 administrators should be visible to staff more often (e.g., in programs).</li> <li>• The library management does not inspire progressiveness and is not forward thinking. It relies on the few select people and underutilizes the remainder. It needs to spend more time managing those who are underutilized and to inspire them to perform better consistently.</li> <li>• Management needs to be open to hear differing opinions.</li> <li>• Management-union contracts need to be adhered to ensure workplace fairness, responsibilities and benefits.</li> <li>• Replace the staff who do not work with people who like to read, enjoy working with the public, and are flexible.</li> <li>• There is a perception that some staff members are more recognized than others. The top management should consider the views of those outside of that group.</li> <li>• Mentor less experienced managers.</li> <li>• Respect staff ideas and implement them.</li> <li>• Improve the morale, create a good team that works together to help the public.</li> </ul>
<b>Organization</b>	<ul style="list-style-type: none"> <li>• All staff members should be involved in the various projects that are Happening.</li> <li>• A reorganization at the administrative level--less burden on PSAs</li> <li>• A branch coordinator is needed.</li> <li>• Cross-train staff members so they can fill in other roles when needed.</li> <li>• More consistency across library locations</li> </ul>

**New Haven Free Public Library – Staff Survey Results**

Category	Examples
<b>Programming</b>	<ul style="list-style-type: none"> <li>• We should have top notch independent film programming on a regular basis.</li> <li>• Utilize the summer months to increase our cultural programming (films, speakers, etc).</li> <li>• We should keep the programs held at Main and at the branches consistent (especially language classes, computer classes, citizenship classes) while preserving the freedom of individual programs.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• A non-smoking sign at the front door entrance</li> <li>• Remove all signs for the 125 anniversary (dated).</li> <li>• More guard coverage</li> <li>• Remove all VHS (outdated).</li> <li>• Train thoroughly new staff members before they start working.</li> <li>• Overall make the experience of going to the library as simple as possible for all patrons (e.g., same hours on all locations).</li> <li>• Start Sunday hours for patrons who work six-day workweeks and to carry out qualitative programming.</li> <li>• Improve the parking situation (especially when Yale lot is closed).</li> </ul>



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