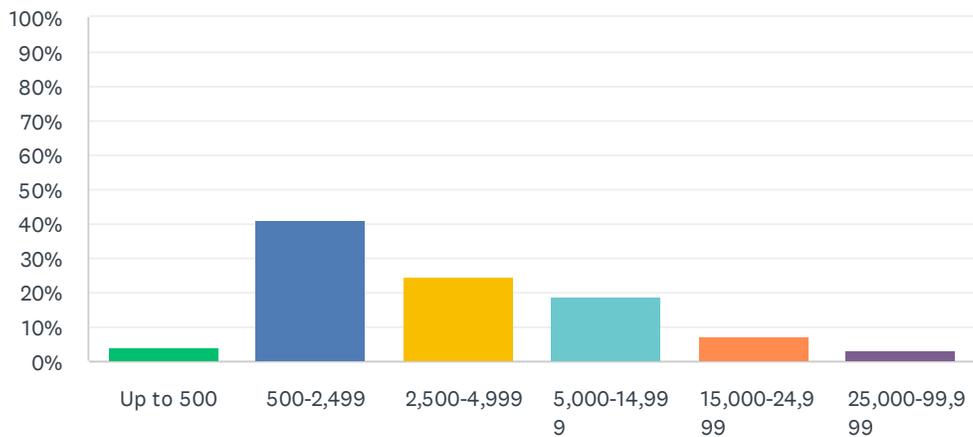


Q1 What is the approximate Service Area Population of your library?

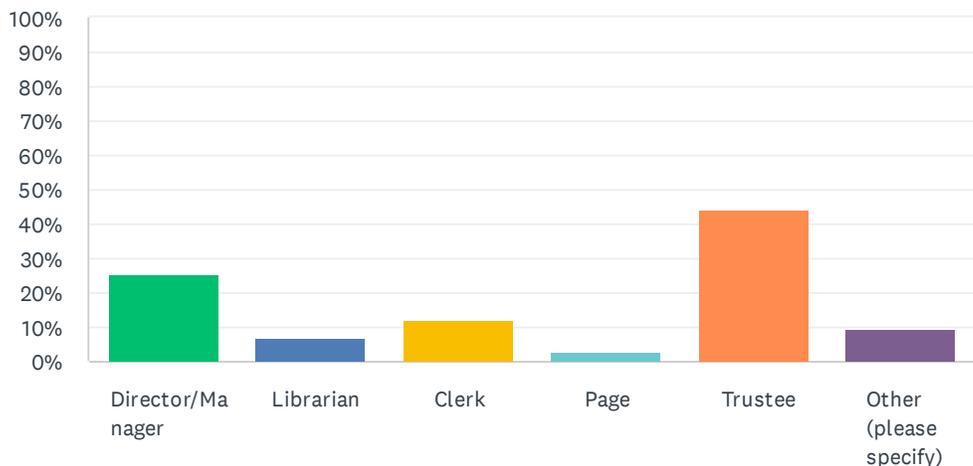
Answered: 68 Skipped: 8



ANSWER CHOICES	RESPONSES
Up to 500	4.41% 3
500-2,499	41.18% 28
2,500-4,999	25.00% 17
5,000-14,999	19.12% 13
15,000-24,999	7.35% 5
25,000-99,999	2.94% 2
TOTAL	68

Q2 What is your role in the library?

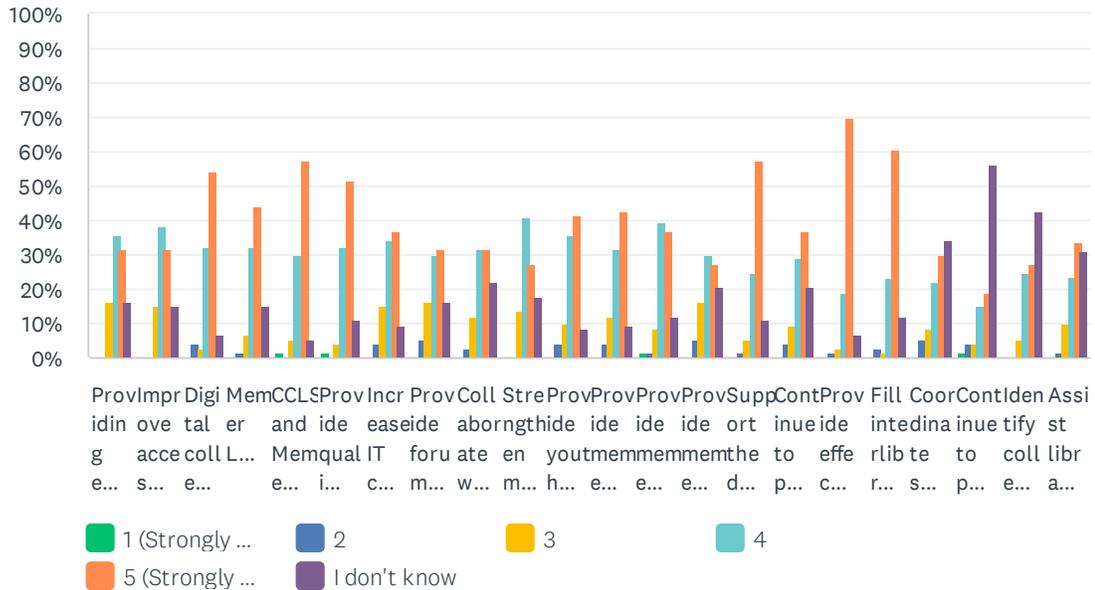
Answered: 75 Skipped: 1



ANSWER CHOICES	RESPONSES	
Director/Manager	25.33%	19
Librarian	6.67%	5
Clerk	12.00%	9
Page	2.67%	2
Trustee	44.00%	33
Other (please specify)	9.33%	7
TOTAL		75

Q3 How successful has CCLS been in making progress towards completing the 2017-2021 Strategic Plan Goals?

Answered: 73 Skipped: 3



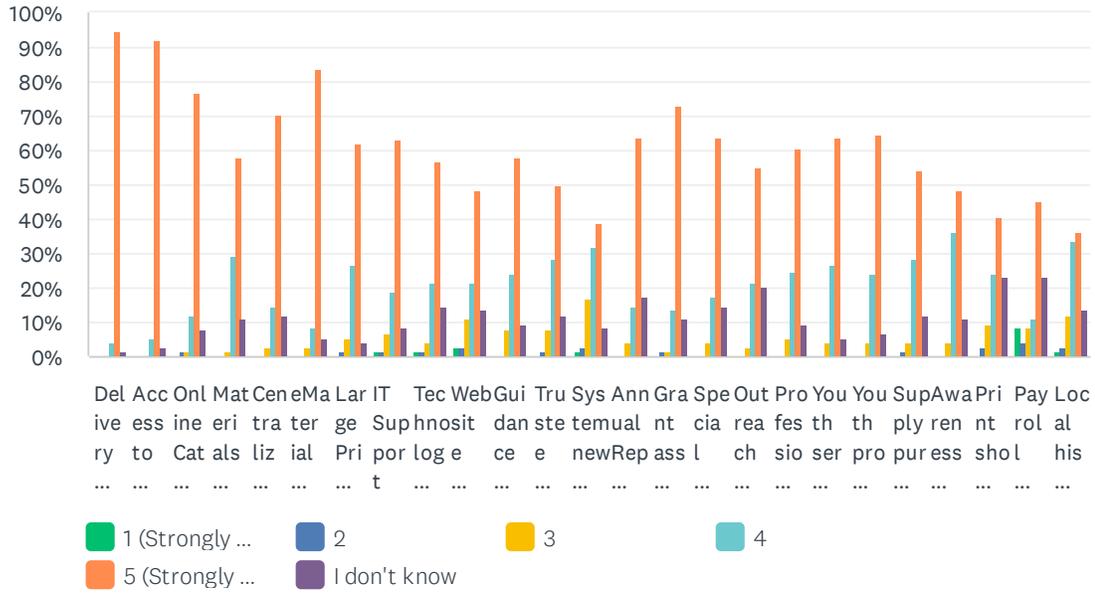
	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Providing education, training, and hands-on assistance to promote member library sustainability efforts (financial, environmental, and social equity)	0.00% 0	0.00% 0	16.44% 12	35.62% 26	31.51% 23	16.44% 12	73	4.48
Improve access for underserved populations to library programs, services, and materials by developing best practices and benchmarks; continue deposit collection program; increases services to the aging.	0.00% 0	0.00% 0	15.07% 11	38.36% 28	31.51% 23	15.07% 11	73	4.47
Digital collections meet patron demand and are user-friendly	0.00% 0	4.17% 3	2.78% 2	31.94% 23	54.17% 39	6.94% 5	72	4.57
Member Libraries will understand the value of contributing to central digital collections.	0.00% 0	1.39% 1	6.94% 5	31.94% 23	44.44% 32	15.28% 11	72	4.65
CCLS and Member Libraries will advocate effectively for library support, statewide, regionally, and locally.	1.37% 1	0.00% 0	5.48% 4	30.14% 22	57.53% 42	5.48% 4	73	4.59
Provide quality consulting services for all areas of library management and operations.	1.39% 1	0.00% 0	4.17% 3	31.94% 23	51.39% 37	11.11% 8	72	4.65
Increase IT consulting services including increased website support for improved usability and standardization, and centralized affordable broadband options.	0.00% 0	4.11% 3	15.07% 11	34.25% 25	36.99% 27	9.59% 7	73	4.33
Provide forums for effective communication among Member Libraries; develop mentoring programs; promote skill sharing collaborations.	0.00% 0	5.48% 4	16.44% 12	30.14% 22	31.51% 23	16.44% 12	73	4.37
Collaborate with other Western New York Library Systems to provide comprehensive training and development opportunities to member libraries.	0.00% 0	2.74% 2	12.33% 9	31.51% 23	31.51% 23	21.92% 16	73	4.58
Strengthen member library early literacy support through consultancy services and training.	0.00% 0	0.00% 0	13.70% 10	41.10% 30	27.40% 20	17.81% 13	73	4.49
Provide youth services support to strengthen materials and programming for children of all ages, and promote partnerships with schools.	0.00% 0	4.29% 3	10.00% 7	35.71% 25	41.43% 29	8.57% 6	70	4.40
Provide member libraries with a cost effective Integrated Library System with customer friendly discoverability tools, and user-	0.00% 0	4.11% 3	12.33% 9	31.51% 23	42.47% 31	9.59% 7	73	4.41

friendly cataloging, circulation and reporting functions.

Provide member library staff with professional development opportunities in multiple formats to meet identified needs.	1.37% 1	1.37% 1	8.22% 6	39.73% 29	36.99% 27	12.33% 9	73	4.47
Provide member library trustees with professional development opportunities in multiple formats to meet identified needs.	0.00% 0	5.48% 4	16.44% 12	30.14% 22	27.40% 20	20.55% 15	73	4.41
Support the development and funding of library construction projects; encourage sustainable and ADA-compliant building projects; support improved broadband access and infrastructure.	0.00% 0	1.37% 1	5.48% 4	24.66% 18	57.53% 42	10.96% 8	73	4.71
Continue to provide quality Collection Development tools and services, and explore ways to make collection development more efficient and effective.	0.00% 0	4.11% 3	9.59% 7	28.77% 21	36.99% 27	20.55% 15	73	4.60
Provide effective delivery service between Member Libraries to enable efficient sharing of resources.	0.00% 0	1.37% 1	2.74% 2	19.18% 14	69.86% 51	6.85% 5	73	4.78
Fill interlibrary loan requests in and out of system.	0.00% 0	2.74% 2	1.37% 1	23.29% 17	60.27% 44	12.33% 9	73	4.78
Coordinate support for adult literacy opportunities both directly and through member library support.	0.00% 0	5.48% 4	8.22% 6	21.92% 16	30.14% 22	34.25% 25	73	4.79
Continue to provide one prison and two jails with library services.	1.37% 1	4.11% 3	4.11% 3	15.07% 11	19.18% 14	56.16% 41	73	5.15
Identify collections suitable for digitization, assist member libraries in digitizing special collections, and provide storage and access support for digitized collections.	0.00% 0	0.00% 0	5.48% 4	24.66% 18	27.40% 20	42.47% 31	73	5.07
Assist libraries in developing virtual reference services.	0.00% 0	1.41% 1	9.86% 7	23.94% 17	33.80% 24	30.99% 22	71	4.83

Q4 Tell us how important each of the following services that CCLS currently offers are to you. <https://www.cclsny.org/wp-content/uploads/2019/04/System-Services-15APR19.pdf>

Answered: 74 Skipped: 2



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL
Delivery between libraries	0.00% 0	0.00% 0	0.00% 0	4.05% 3	94.59% 70	1.35% 1	74
Access to member library collections	0.00% 0	0.00% 0	0.00% 0	5.41% 4	91.89% 68	2.70% 2	74
Online Catalog (KOHA) and Support Interlibrary Loan (access to materials outside CCLS)	0.00% 0	1.35% 1	1.35% 1	12.16% 9	77.03% 57	8.11% 6	74
Materials ordering and processing support (purchasing, cataloging, bindery, disc cleaning)	0.00% 0	0.00% 0	1.35% 1	29.73% 22	58.11% 43	10.81% 8	74
Centralized purchasing and support for eMaterials and resources	0.00% 0	0.00% 0	2.70% 2	14.86% 11	70.27% 52	12.16% 9	74
eMaterials (eBooks, Downloadable audio, eMagazines)	0.00% 0	0.00% 0	2.74% 2	8.22% 6	83.56% 61	5.48% 4	73
Large Print and Audio Book Deposit Collections	0.00% 0	1.35% 1	5.41% 4	27.03% 20	62.16% 46	4.05% 3	74
IT Support	1.37% 1	1.37% 1	6.85% 5	19.18% 14	63.01% 46	8.22% 6	73
Technology Purchasing	1.35% 1	1.35% 1	4.05% 3	21.62% 16	56.76% 42	14.86% 11	74
Website hosting and design	2.70% 2	2.70% 2	10.81% 8	21.62% 16	48.65% 36	13.51% 10	74
Guidance and Advice on Policy Development, Minimum Standards, Legal, HR etc.	0.00% 0	0.00% 0	8.11% 6	24.32% 18	58.11% 43	9.46% 7	74
Trustee training	0.00% 0	1.35% 1	8.11% 6	28.38% 21	50.00% 37	12.16% 9	74
System newsletter	1.39% 1	2.78% 2	16.67% 12	31.94% 23	38.89% 28	8.33% 6	72
Annual Report Assistance	0.00% 0	0.00% 0	4.05% 3	14.86% 11	63.51% 47	17.57% 13	74
Grant assistance, including Construction Grants and RBDB	0.00% 0	1.35% 1	1.35% 1	13.51% 10	72.97% 54	10.81% 8	74
Special grants to member libraries (outreach, travel, \$250 cash grant)	0.00% 0	0.00% 0	4.05% 3	17.57% 13	63.51% 47	14.86% 11	74
Outreach Grants	0.00% 0	0.00% 0	2.70% 2	21.62% 16	55.41% 41	20.27% 15	74
Professional Development/ Continuing Education	0.00% 0	0.00% 0	5.48% 4	24.66% 18	60.27% 44	9.59% 7	73
Youth services including Summer Reading Program Support	0.00% 0	0.00% 0	4.05% 3	27.03% 20	63.51% 47	5.41% 4	74
Youth programming materials	0.00% 0	0.00% 0	4.05% 3	24.32% 18	64.86% 48	6.76% 5	74
Supply purchasing (paper, library cards, receipt tape, etc.)	0.00% 0	1.35% 1	4.05% 3	28.38% 21	54.05% 40	12.16% 9	74
Awareness and Advocacy	0.00% 0	0.00% 0	4.05% 3	36.49% 27	48.65% 36	10.81% 8	74

Print shop services	0.00% 0	2.70% 2	9.46% 7	24.32% 18	40.54% 30	22.97% 17	74
Payroll Assistance	8.22% 6	4.11% 3	8.22% 6	10.96% 8	45.21% 33	23.29% 17	73
Local history and special collections support	1.35% 1	2.70% 2	12.16% 9	33.78% 25	36.49% 27	13.51% 10	74

Q5 Which of the above has the most room for improvement?

Answered: 23 Skipped: 53

Q6 How can we improve that service?

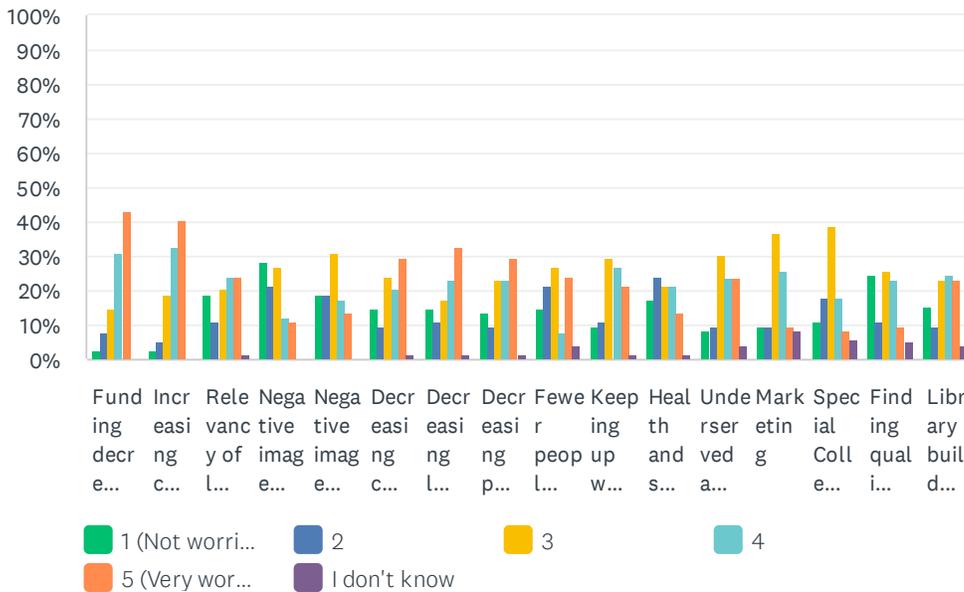
Answered: 20 Skipped: 56

Q7 What trends and changes in your community and the wider world will affect library service in the coming five years?

Answered: 32 Skipped: 44

Q8 How worried are you about the following?

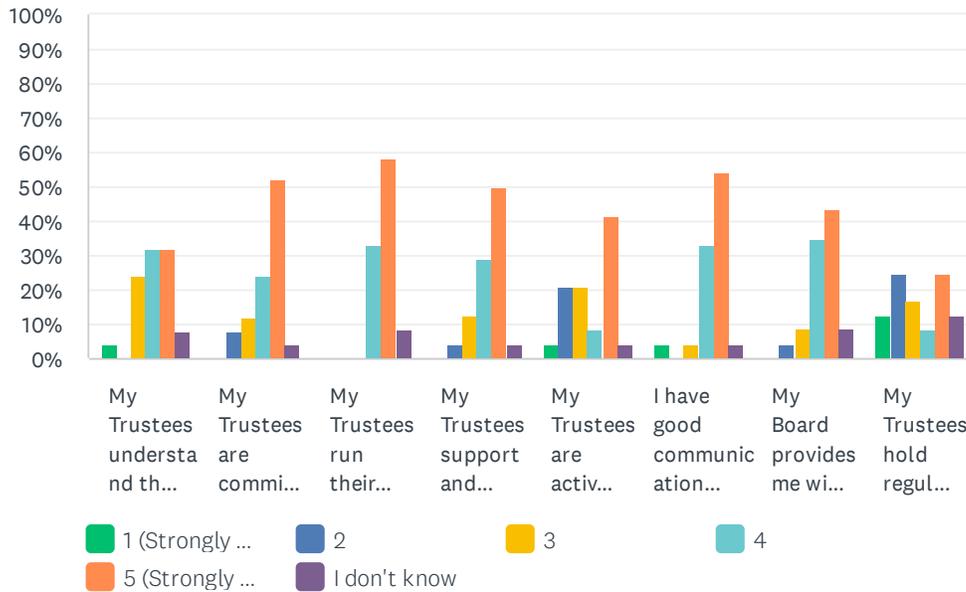
Answered: 74 Skipped: 2



	1 (NOT WORRIED AT ALL)	2	3	4	5 (VERY WORRIED)	I DON'T KNOW	TOTAL
Funding decreases or stagnation	2.70% 2	8.11% 6	14.86% 11	31.08% 23	43.24% 32	0.00% 0	74
Increasing costs	2.70% 2	5.41% 4	18.92% 14	32.43% 24	40.54% 30	0.00% 0	74
Relevancy of libraries	18.92% 14	10.81% 8	20.27% 15	24.32% 18	24.32% 18	1.35% 1	74
Negative image of the library in the general public	28.38% 21	21.62% 16	27.03% 20	12.16% 9	10.81% 8	0.00% 0	74
Negative image of the library by funders	18.92% 14	18.92% 14	31.08% 23	17.57% 13	13.51% 10	0.00% 0	74
Decreasing circulation	14.86% 11	9.46% 7	24.32% 18	20.27% 15	29.73% 22	1.35% 1	74
Decreasing library visits	14.86% 11	10.81% 8	17.57% 13	22.97% 17	32.43% 24	1.35% 1	74
Decreasing program attendance	13.51% 10	9.46% 7	22.97% 17	22.97% 17	29.73% 22	1.35% 1	74
Fewer people reading books	14.86% 11	21.62% 16	27.03% 20	8.11% 6	24.32% 18	4.05% 3	74
Keeping up with rapidly changing technology	9.46% 7	10.81% 8	29.73% 22	27.03% 20	21.62% 16	1.35% 1	74
Health and safety	17.57% 13	24.32% 18	21.62% 16	21.62% 16	13.51% 10	1.35% 1	74
Underserved and vulnerable populations	8.33% 6	9.72% 7	30.56% 22	23.61% 17	23.61% 17	4.17% 3	72
Marketing	9.59% 7	9.59% 7	36.99% 27	26.03% 19	9.59% 7	8.22% 6	73
Special Collections Preservation	11.11% 8	18.06% 13	38.89% 28	18.06% 13	8.33% 6	5.56% 4	72
Finding qualified staff	24.66% 18	10.96% 8	26.03% 19	23.29% 17	9.59% 7	5.48% 4	73
Library building maintenance and repair	15.07% 11	9.59% 7	23.29% 17	24.66% 18	23.29% 17	4.11% 3	73

Q9 (for Director/Managers only): In regards to your Board of Trustees, would you agree or disagree with the following statements?

Answered: 25 Skipped: 51



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
My Trustees understand their role in the library	4.00% 1	0.00% 0	24.00% 6	32.00% 8	32.00% 8	8.00% 2	25	4.12
My Trustees are committed to strengthening the library	0.00% 0	8.00% 2	12.00% 3	24.00% 6	52.00% 13	4.00% 1	25	4.32
My Trustees run their meetings ethically, legally, and effectively	0.00% 0	0.00% 0	0.00% 0	33.33% 8	58.33% 14	8.33% 2	24	4.75
My Trustees support and trust me	0.00% 0	4.17% 1	12.50% 3	29.17% 7	50.00% 12	4.17% 1	24	4.38
My Trustees are active in raising funds for the library	4.17% 1	20.83% 5	20.83% 5	8.33% 2	41.67% 10	4.17% 1	24	3.75
I have good communication with my Trustees	4.17% 1	0.00% 0	4.17% 1	33.33% 8	54.17% 13	4.17% 1	24	4.46
My Board provides me with a fair salary and benefits package	0.00% 0	4.35% 1	8.70% 2	34.78% 8	43.48% 10	8.70% 2	23	4.43
My Trustees hold regular committee meetings in between regular meetings	12.50% 3	25.00% 6	16.67% 4	8.33% 2	25.00% 6	12.50% 3	24	3.46

Q10 (for Directors/Managers only): In regards to your Staff, in general would you agree or disagree with the following statements:

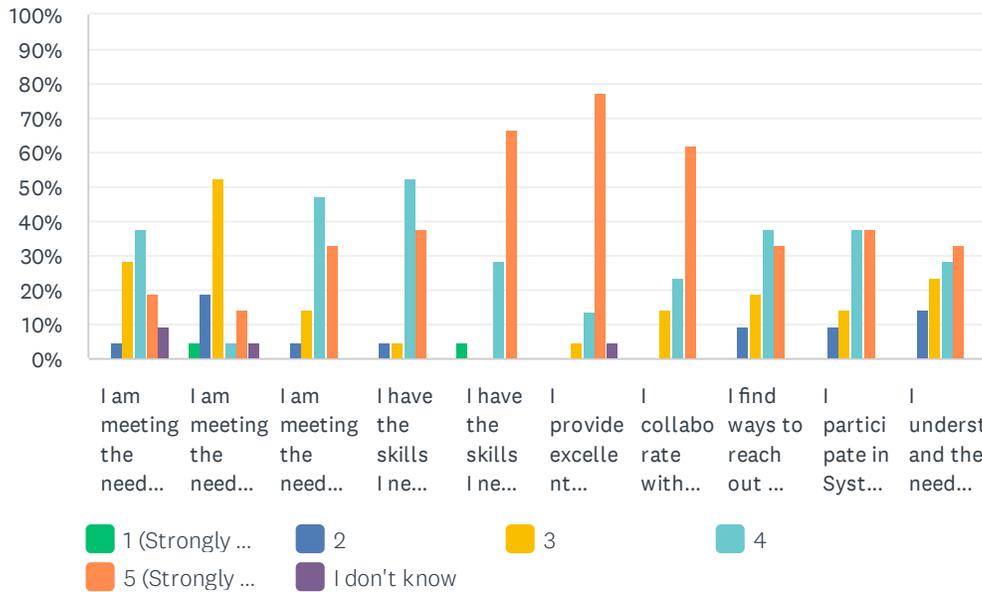
Answered: 21 Skipped: 55



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL
My staff is dependable and trustworthy	0.00% 0	4.76% 1	0.00% 0	23.81% 5	71.43% 15	0.00% 0	21
My staff members have the skills they need to do their jobs effectively	0.00% 0	0.00% 0	4.76% 1	38.10% 8	57.14% 12	0.00% 0	21
My staff is compensated fairly for their work	4.76% 1	4.76% 1	23.81% 5	38.10% 8	28.57% 6	0.00% 0	21
My staff understand the importance of our library in the community	0.00% 0	0.00% 0	9.52% 2	28.57% 6	61.90% 13	0.00% 0	21
My staff provides excellent customer service	0.00% 0	4.76% 1	4.76% 1	23.81% 5	66.67% 14	0.00% 0	21

Q11 (for Directors/Managers only): In regards to Yourself, would you agree or disagree with the following statements:

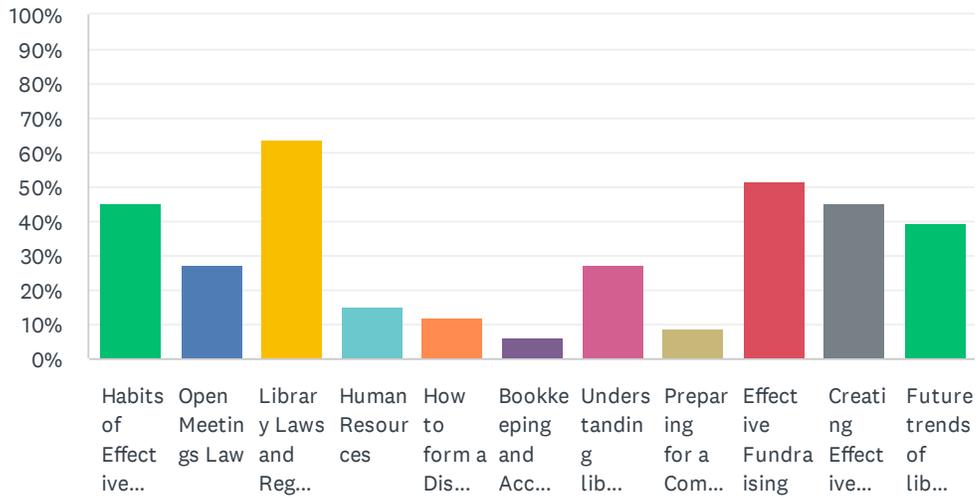
Answered: 22 Skipped: 54



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL
I am meeting the needs and wants of my community for Adult Programs	0.00% 0	4.76% 1	28.57% 6	38.10% 8	19.05% 4	9.52% 2	21
I am meeting the needs and wants of my community for Teen Programs	4.76% 1	19.05% 4	52.38% 11	4.76% 1	14.29% 3	4.76% 1	21
I am meeting the needs and wants of my community for Children's Programs	0.00% 0	4.76% 1	14.29% 3	47.62% 10	33.33% 7	0.00% 0	21
I have the skills I need to manage a public library	0.00% 0	4.76% 1	4.76% 1	52.38% 11	38.10% 8	0.00% 0	21
I have the skills I need to manage my staff	4.76% 1	0.00% 0	0.00% 0	28.57% 6	66.67% 14	0.00% 0	21
I provide excellent customer service	0.00% 0	0.00% 0	4.55% 1	13.64% 3	77.27% 17	4.55% 1	22
I collaborate with other organizations in my community	0.00% 0	0.00% 0	14.29% 3	23.81% 5	61.90% 13	0.00% 0	21
I find ways to reach out to new users in my community	0.00% 0	9.52% 2	19.05% 4	38.10% 8	33.33% 7	0.00% 0	21
I participate in System-wide activities and communicate with other Directors/Managers	0.00% 0	9.52% 2	14.29% 3	38.10% 8	38.10% 8	0.00% 0	21
I understand the needs of the Underserved in my community and know how to assist them (e.g. Blind, disable, aged, minorities, unemployed)	0.00% 0	14.29% 3	23.81% 5	28.57% 6	33.33% 7	0.00% 0	21

Q12 (for Trustees only): Would you be likely to attend the following workshops if offered?

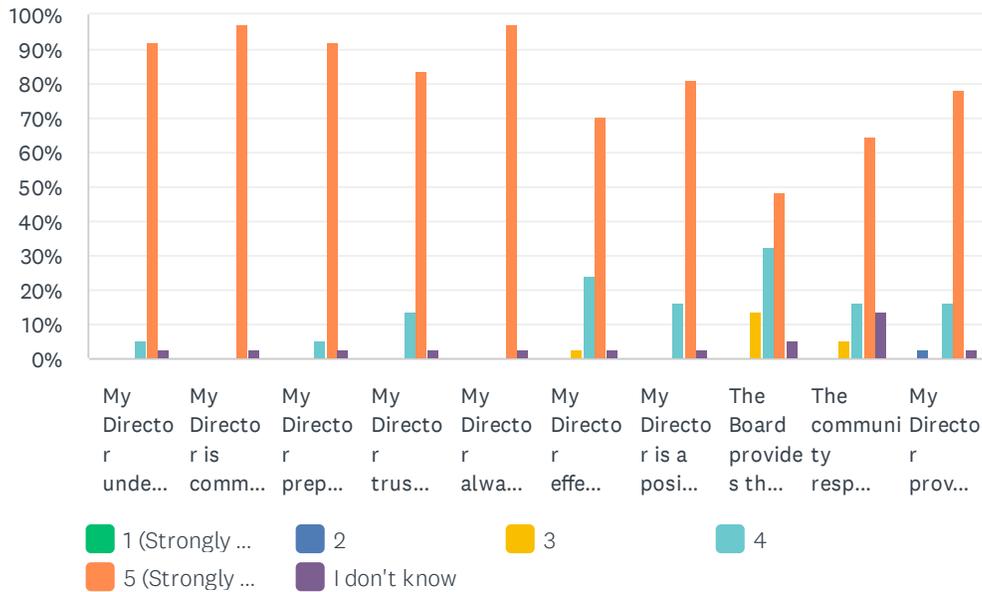
Answered: 33 Skipped: 43



ANSWER CHOICES	RESPONSES	
Habits of Effective Boards	45.45%	15
Open Meetings Law	27.27%	9
Library Laws and Regulations	63.64%	21
Human Resources	15.15%	5
How to form a District Library?	12.12%	4
Bookkeeping and Accounting Basics	6.06%	2
Understanding library finances	27.27%	9
Preparing for a Comptroller Audit	9.09%	3
Effective Fundraising	51.52%	17
Creating Effective Library services and programs	45.45%	15
Future trends of librarianship	39.39%	13
Total Respondents: 33		

Q13 (for Trustees only): In regards to your Director, would you agree or disagree with the following statements:

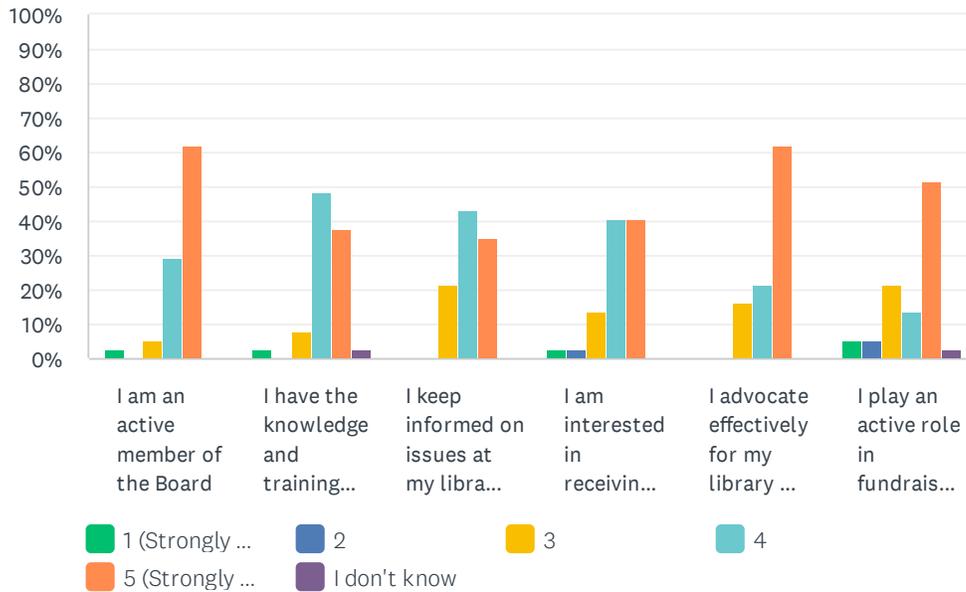
Answered: 37 Skipped: 39



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL
My Director understands his/her role in the library	0.00% 0	0.00% 0	0.00% 0	5.41% 2	91.89% 34	2.70% 1	37
My Director is committed to strengthen the library	0.00% 0	0.00% 0	0.00% 0	0.00% 0	97.30% 36	2.70% 1	37
My Director prepares and participates effectively in Board Meetings	0.00% 0	0.00% 0	0.00% 0	5.41% 2	91.89% 34	2.70% 1	37
My Director trustees and is comfortable communicating with the Board	0.00% 0	0.00% 0	0.00% 0	13.51% 5	83.78% 31	2.70% 1	37
My Director always looks for ways to improve the library	0.00% 0	0.00% 0	0.00% 0	0.00% 0	97.30% 36	2.70% 1	37
My Director effectively manages the staff	0.00% 0	0.00% 0	2.70% 1	24.32% 9	70.27% 26	2.70% 1	37
My Director is a positive force in our community	0.00% 0	0.00% 0	0.00% 0	16.22% 6	81.08% 30	2.70% 1	37
The Board provides the Director a fair Salary and Benefits package	0.00% 0	0.00% 0	13.51% 5	32.43% 12	48.65% 18	5.41% 2	37
The community respects and trusts my Director	0.00% 0	0.00% 0	5.41% 2	16.22% 6	64.86% 24	13.51% 5	37
My Director provides programs for all ages	0.00% 0	2.70% 1	0.00% 0	16.22% 6	78.38% 29	2.70% 1	37

Q14 (for Trustees only): In regards to Yourself, would you agree or disagree with the following statements:

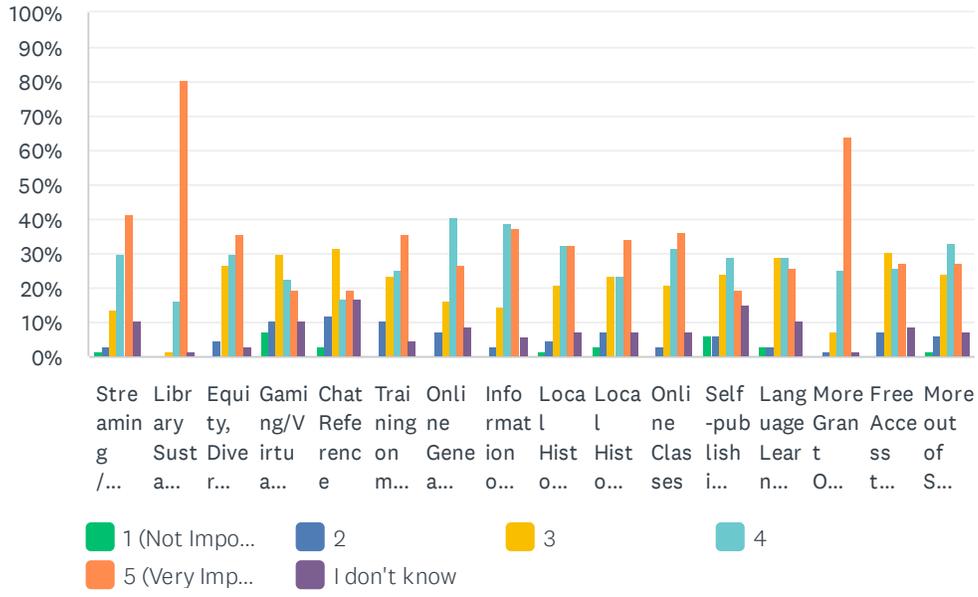
Answered: 37 Skipped: 39



	1 (STRONGLY DISAGREE)	2	3	4	5 (STRONGLY AGREE)	I DON'T KNOW	TOTAL
I am an active member of the Board	2.70% 1	0.00% 0	5.41% 2	29.73% 11	62.16% 23	0.00% 0	37
I have the knowledge and training I need to be a Public Library Trustee	2.70% 1	0.00% 0	8.11% 3	48.65% 18	37.84% 14	2.70% 1	37
I keep informed on issues at my library and the wider library world	0.00% 0	0.00% 0	21.62% 8	43.24% 16	35.14% 13	0.00% 0	37
I am interested in receiving training to help me in my role as Public Library Trustee	2.70% 1	2.70% 1	13.51% 5	40.54% 15	40.54% 15	0.00% 0	37
I advocate effectively for my library in my community	0.00% 0	0.00% 0	16.22% 6	21.62% 8	62.16% 23	0.00% 0	37
I play an active role in fundraising for my library	5.41% 2	5.41% 2	21.62% 8	13.51% 5	51.35% 19	2.70% 1	37

Q15 Tell us how important the services below would be to your library in the next five years(Not important – Very Important/ I don't know)

Answered: 67 Skipped: 9



	1 (NOT IMPORTANT)	2	3	4	5 (VERY IMPORTANT)	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Streaming /Downloadable video	1.49% 1	2.99% 2	13.43% 9	29.85% 20	41.79% 28	10.45% 7	67	4.39
Library Sustainability	0.00% 0	0.00% 0	1.49% 1	16.42% 11	80.60% 54	1.49% 1	67	4.82
Equity, Diversity, and Inclusion	0.00% 0	4.48% 3	26.87% 18	29.85% 20	35.82% 24	2.99% 2	67	4.06
Gaming/Virtual reality	7.46% 5	10.45% 7	29.85% 20	22.39% 15	19.40% 13	10.45% 7	67	3.67
Chat Reference	3.03% 2	12.12% 8	31.82% 21	16.67% 11	19.70% 13	16.67% 11	66	3.88
Training on managing virtual meetings/workshops	0.00% 0	10.45% 7	23.88% 16	25.37% 17	35.82% 24	4.48% 3	67	4.00
Online Genealogy	0.00% 0	7.46% 5	16.42% 11	40.30% 27	26.87% 18	8.96% 6	67	4.13
Information on Teen programming and services	0.00% 0	2.99% 2	14.93% 10	38.81% 26	37.31% 25	5.97% 4	67	4.28
Local History Digital Library Hosting	1.49% 1	4.48% 3	20.90% 14	32.84% 22	32.84% 22	7.46% 5	67	4.13
Local History Digitization Equipment	2.99% 2	7.46% 5	23.88% 16	23.88% 16	34.33% 23	7.46% 5	67	4.01
Online Classes	0.00% 0	3.03% 2	21.21% 14	31.82% 21	36.36% 24	7.58% 5	66	4.24
Self-publishing software	6.06% 4	6.06% 4	24.24% 16	28.79% 19	19.70% 13	15.15% 10	66	3.95
Language Learning Software	3.03% 2	3.03% 2	28.79% 19	28.79% 19	25.76% 17	10.61% 7	66	4.03
More Grant Opportunities	0.00% 0	1.49% 1	7.46% 5	25.37% 17	64.18% 43	1.49% 1	67	4.57
Free Access to Electronic Trade Journals (e.g. Library Journal)	0.00% 0	7.58% 5	30.30% 20	25.76% 17	27.27% 18	9.09% 6	66	4.00
More out of System training opportunities (e.g. Grants to travel for training opportunities)	1.52% 1	6.06% 4	24.24% 16	33.33% 22	27.27% 18	7.58% 5	66	4.02

Q16 Please share any other information or thoughts that may help develop Library System priorities.

Answered: 3 Skipped: 73