LIFELONG LEARNING
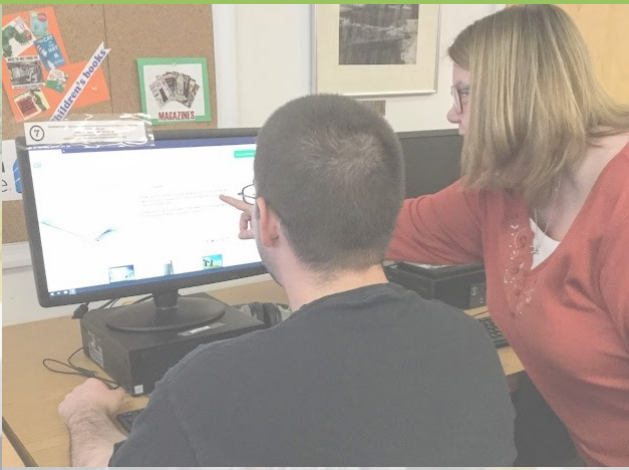
CREATIVITY

ENRICHMENT

2021-2025 Long Range Strategic Plan

JEFFERSONVILLE BRANCH

Western Sullivan Public Library

TUSTEN-COCHECTON BRANCH

DELAWARE FREE BRANCH

SULLIVAN COUNTY, NEW YORK

Western Sullivan Public Library

Long Range Strategic Plan 2021-2025

Planning Summary

The Board of Trustees of the Western Sullivan Public Library met on January 13, 2020 and voted to approve the planning process to develop the Long Range Strategic Plan for the next five years. Staff and the Library Board received questionnaires to garner feedback about what we do well, where we can improve, our strengths, challenges, and opportunities for the next five years. As 2020 progressed and the COVID-19 pandemic altered how the library operates, consultant Tracy Broyles worked with the Library Director to solicit community input via online and print surveys, and feedback from social media. A Strategic Planning Committee was formed and met with both Tracy and the Library Director to develop goals for the new plan based on input from the Staff, Board, and Community.

The Vision

As the Western Sullivan Public Library strives to provide the following for its patrons, the Library will:
Welcome patrons from every corner of our rural communities.
Provide the community with welcoming space flexible enough to host varied activities, often at the same time.
Offer individual patrons a center for personal and professional enrichment.
Strive to improve its collections, programs and services.
Provide patrons with access to new and evolving technologies as well as the training required to use it.

Mission Statement

The WSPL shall provide our communities with welcoming centers of information and discovery and provide our patrons with tools for lifelong learning, creativity and enrichment. We open our doors to every open mind.

The library upholds the American Library Association's Bill of Rights.

Goals

Enhance marketing and public outreach.

Improve staff retention and development, and create a system for demonstrating appreciation for staff performance.

Maintain and improve physical plant with an eye towards the near future when every patron has remote access to digital media.

Continually reach out to the public to see what programming they need and desire.

Enhance patrons' library experience, both in-person and via digital access.

Methods

In January 2020, the Board of Trustees of the Western Sullivan Public Library made a motion to start the strategic planning process. A Strategic Planning Committee was formed. The library's history (Appendix A) and demographics (Appendix B) were distributed.

Feedback was gathered from both Staff and the Library Board through a questionnaire sent via email.

Originally, community feedback was going to be gathered via in-person focus groups, but due to the pandemic and restrictions on gatherings, the Community Input Survey (Appendix C) was created for both print and digital use. Facebook and Instagram were also used as tools to engage and solicit feedback.

With assistance from Tracy Broyles, the community input survey was created and distributed throughout the community via a distribution plan including post offices, grocery stores, local businesses and the libraries, as well as online via SurveyMonkey. Surveys were collected September 25, 2020 through October 25, 2020. Tracy Broyles and Lani Sciandra took over the library's Instagram to promote the community input campaign during this month. Promotion of the survey was also done via press releases, email blasts, newsletters, and radio spots.

The Strategic Planning Committee met with Tracy Broyles to review the results (Appendix D) from the Community Input Survey.
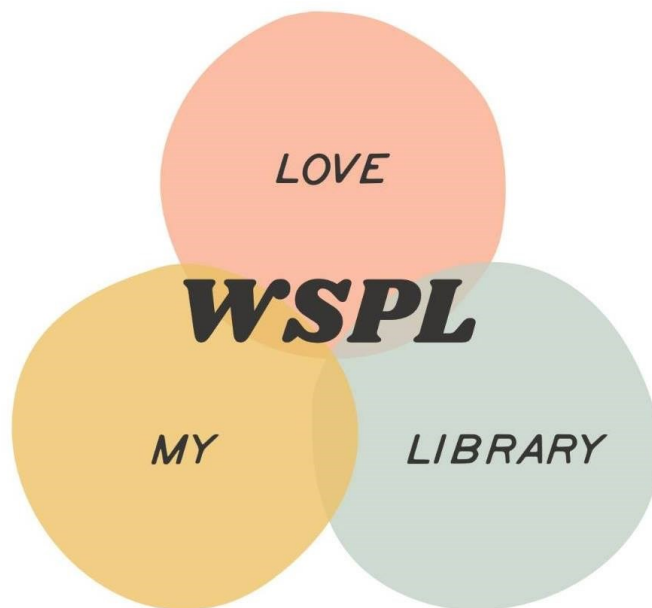
Strategic Planning Committee

Strategic Planning Committee Members:
Chris Peacock, WSPL Board President
Kevin McDonough, WSPL Board Trustee
Cat Scott, Friends of the WSPL President
Karl Swanson, SWCSD Student
Samantha Everett, SWCSD Student
Raina Bowers, WSPL Senior Library Staff
Heather Ferber, WSPL Library Clerk
Dale Blagrove, WSPL Multimedia Technician
Audra Everett, WSPL Director

GOALS FOR 2021-2025

Enhance marketing and public outreach.

Objective 1: Find new and innovative ways to reach all residents of our service area.

Action Plan:

- Create an Outreach Committee for the WSPL Board of Trustees.

- Develop a marketing plan that includes utilization of local assets, including radio stations, newspapers, and social media groups specific to our area.

- Collaborate with schools, community organizations, and local businesses.

- Attend community events and meetings.

- Create a system for working with realtors to reach out to new home buyers and recent in-movers.

- Engage all residents of the Sullivan West School District annually.

Objective 2: Increase awareness of current services, programs and collections.

Action Plan:

- Create monthly promotional materials to hand out at the circulation desk and community events.

Objective 3: Increase the number of card holders.

Action Plan:

- Establish a baseline goal by comparing the number of card holders per district's population to other RCLS member libraries.

- Engage churches and community organizations to introduce the library and promote library card registration.

- Reach out to first, fourth, middle school, and high school staff and develop ways to make sure every student has a current library card.

- Develop a program that incentivizes residents to sign up for a library card.

- Create a report to track the progress of library card registration.

Improve staff retention and development and create a system for demonstrating appreciation for staff performance.

Objective: To recognize staff achievement in a public and tangible fashion.

Action Plan:

- Develop a system to recognize staff innovation.
- Recognize tenure milestones.

Objective: To provide annual technology training to staff.

Action Plan:

- Create a guide with links to relevant trainings staff can access online.
- Encourage staff to attend workshops offered by RCLS, SENYLRC, and other library organizations.
- Create in-house training tools specific to staff positions.
- Track annual participation.

Maintain and improve physical plant with an eye towards the near future when every patron has remote access to digital media.

Objective 1: Evaluate the usage of onsite computer/wireless services for trends.

Action Plan:

- Annually compare usage and create a report to guide future decisions.

Objective 2: Improvements to physical plant should reflect our role as a community-building institution and our duty to enhance libraries as a public space.

Action Plan:

- Align the projects on the five-year plan created by the building committee to reflect these needs.
- Create accessible outdoor seating areas with a strong wifi signal.

Continually reach out to the public to see what programming they need and desire.

Objective 1: Explore and optimize methods for patron feedback.

Action Plan:

- Evaluate current social media management and develop a system that covers both the day-to-day processes and periodic analytics.
- Create short, quarterly surveys for distribution to current email list.
- Evaluate current programming, including virtual programming, via a feedback form/short survey emailed to participants.
- Develop scripts for virtual programs requesting feedback
- Create short surveys for social media posts and stories.

Enhance Patrons' Library Experience, Both In-Person and via Digital Access.

Objective 1: Develop a website that is easily accessible, welcoming and simple for staff to maintain.

Action Plan:

- Design and implement a new website.
- Include features that make the site more accessible, including interactive features like chat.

Objective 2: Improve the physical collections to reflect patrons' needs and desires.

Action Plan:

- Update the library's collection development policy.
- Create brief surveys to gather feedback from users.

Objective 3: Engage new technologies for suitability at the library and provide training required for both staff and patrons to use it.

Action Plan:

- Create and update a Technology Plan that will be used to evaluate current technology at the library and potential additions of new technology.
- Survey patrons to find out what technologies the library could provide for home use.

Appendix A

History of the Library

The Western Sullivan Public Library (WSPL) is located in the beautiful foothills of the Catskill Mountains in western Sullivan County, NY. There are three branches that comprise the WSPL-the Jeffersonville Branch located in Jeffersonville; the Delaware Free Branch located in Callicoon; and the Tusten-Cochecton Branch located in Narrowsburg. WSPL is a member of the Ramapo Catskill Library System which allows all three libraries access to 47 libraries' collections and other resources in Sullivan, Orange, Rockland, and Ulster Counties.

The Delaware Free library was established in 1951 in the former Klimchok building and housed 600 books. Twenty years later the library was out of room having grown to 7000 volumes. Thanks to a generous donation by Pauline Kautz, the Delaware Free Library board purchased and renovated the former Callicoon National bank building on Lower Main Street. On December 10, 1970, the Delaware Free Library opened at its present location which is on the National Historic Registry. Through funds and generous donations the library was renovated and expanded to use all three floors of the building. In September 2013, the library celebrated the 100th Anniversary of the building and the completion of the renovation, dedicating the top floor as a community room, computer center, and local history area.

The Lions Club initiated the creation of a library in the Jeffersonville area in the 1970's. In 1979, the Jeffersonville Memorial Reading Center was recognized as a Ramapo Catskill Library System (RCLS) reading center and opened in Kohlertown in a rented building in 1980. The Jeffersonville Public Library Board purchased the former Duttweiler garage in 1982. Renovations were made to the space with a great deal of community support and the library was moved to its present location in 1983. On November 4, 2000 there was a dedication ceremony recognizing the library's twenty years of service to the community and the opening of the Dr. Barry Bodenstein Children's Room. Over one hundred volunteers were also honored for their help and commitment to the library and the renovation projects.

In the late 1980's, Grace Johansen, long time Tusten supporter and area resident, imagined a library in a town where there had never been one. The result of that vision produced the Tusten Cochecton Reading Center in a small storefront on Main Street, Narrowsburg NY. Largely through the determination of community members, the Reading Center became an accredited public library in 1990 moving into its new home gifted by Art and Beth Peck.

On April 5, 2000, voters of the newly formed Sullivan West Central School District voted to merge the three libraries forming the Western Sullivan Public Library. Each branch has kept its former library name under the larger guise of WSPL-Jeffersonville Branch, Tusten-Cochecton Branch, and Delaware Free Branch. WSPL is a forward thinking, professional, collaborative library fulfilling its mission of being a vibrant, educational community center.

Appendix B
Demographics
(as of 1/2020)

Sullivan West School District population: 10,130

District size: 250.8 square miles

Number of households: 4,411

Persons living below poverty level: 11.7%

Public school enrollment: 1,051

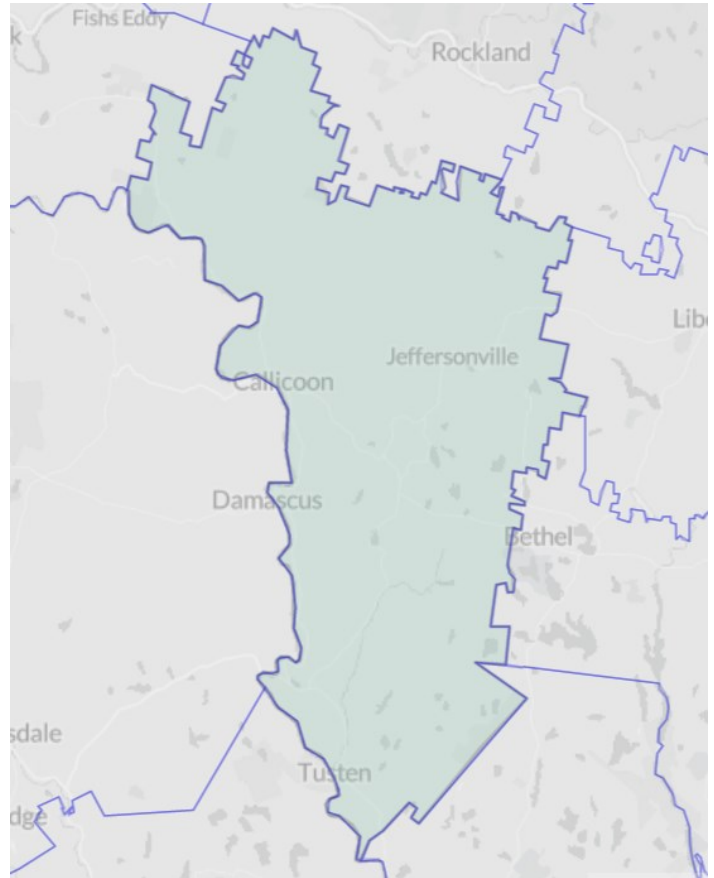Median household   income: $58.5K

Population by age range:

Age range	Percentage
0-17:	17.6%
18-21:	4.15%
22-39:	18.1%
40-64:	38%
65+:	22.2%

Appendix C
Community Input Survey

Survey Monkey Link

https://www.surveymonkey.com/r/ilovemylibrary

Print Survey

Q1 Which of the following best describes your relationship with the WSPL? Please check all that apply

Answered: 256   Skipped: 2
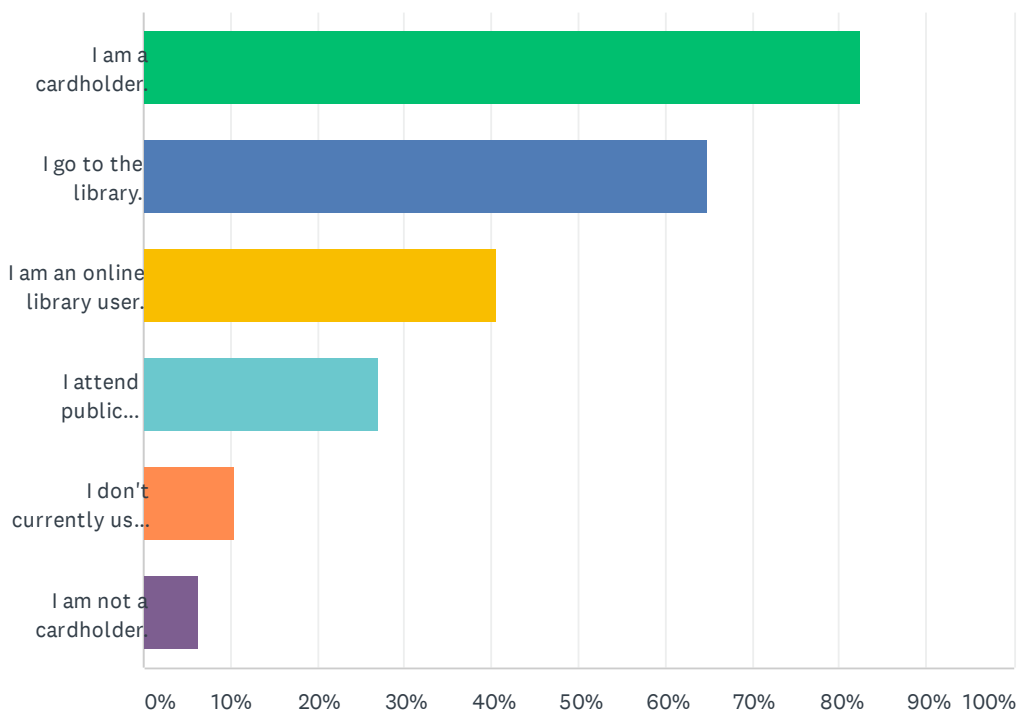
ANSWER CHOICES	RESPONSES	
I am a cardholder.	82.42%	211
I go to the library.	64.84%	166
I am an online library user.	40.63%	104
I attend public programs.	26.95%	69
I don't currently use the library.	10.55%	27
I am not a cardholder.	6.25%	16
Total Respondents: 256		

Q2 Have you attended a library program or used the library in the past 2 years?

Answered: 254   Skipped: 4
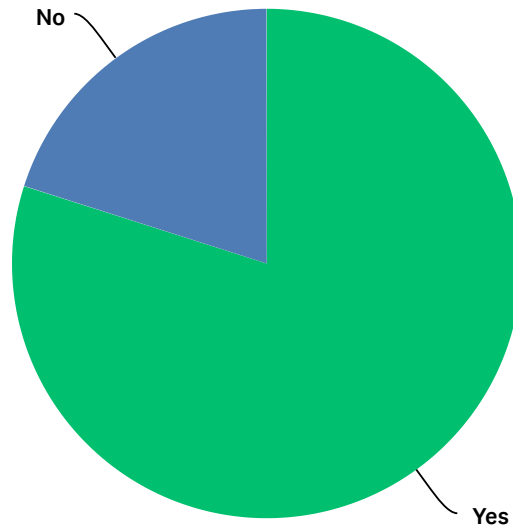
ANSWER CHOICES	RESPONSES	
Yes	79.92%	203
No	20.08%	51
TOTAL		254

Q3 What role does or should the library fulfill in our area?

Answered: 168   Skipped: 90

Q4 I go to the library

Answered: 254   Skipped: 4

If you do not go
to the library why
not?
Never

Once a week

A few times a year
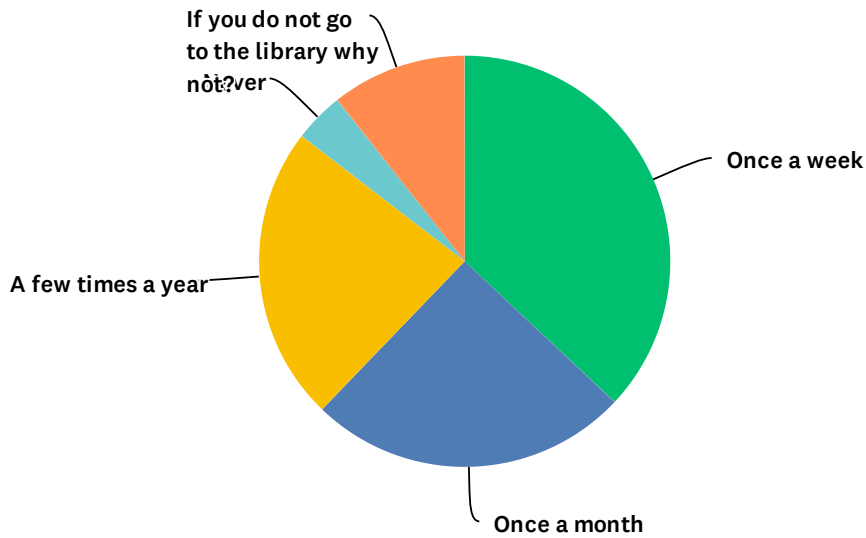
Once a month

ANSWER CHOICES	RESPONSES	
Once a week	37.01%	94
Once a month	25.20%	64
A few times a year	23.23%	59
Never	3.94%	10
If you do not go to the library why not?	10.63%	27
TOTAL		254

Q5 Why do you visit the library?

Answered: 252   Skipped: 6
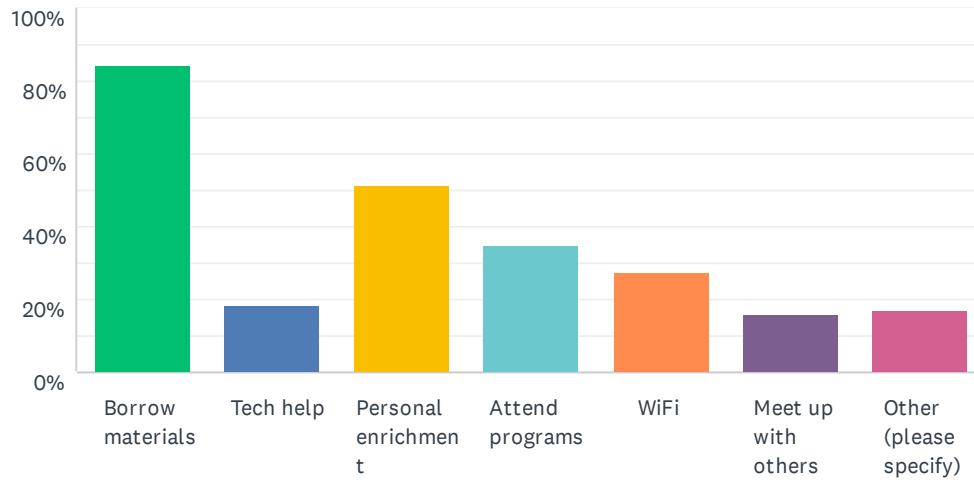
ANSWER CHOICES	RESPONSES	
Borrow materials	84.52%	213
Tech help	18.25%	46
Personal enrichment	51.59%	130
Attend programs	34.92%	88
WiFi	27.38%	69
Meet up with others	15.87%	40
Other (please specify)	17.06%	43
Total Respondents: 252		

Q6 How easy is it to access our branches and our in house services?

Answered: 256   Skipped: 2

Legend:
- Welcoming and easily accessible
- Accessible with assistance
- Difficult to use
- Did not know about this branch / service
- No opinion / not applicable
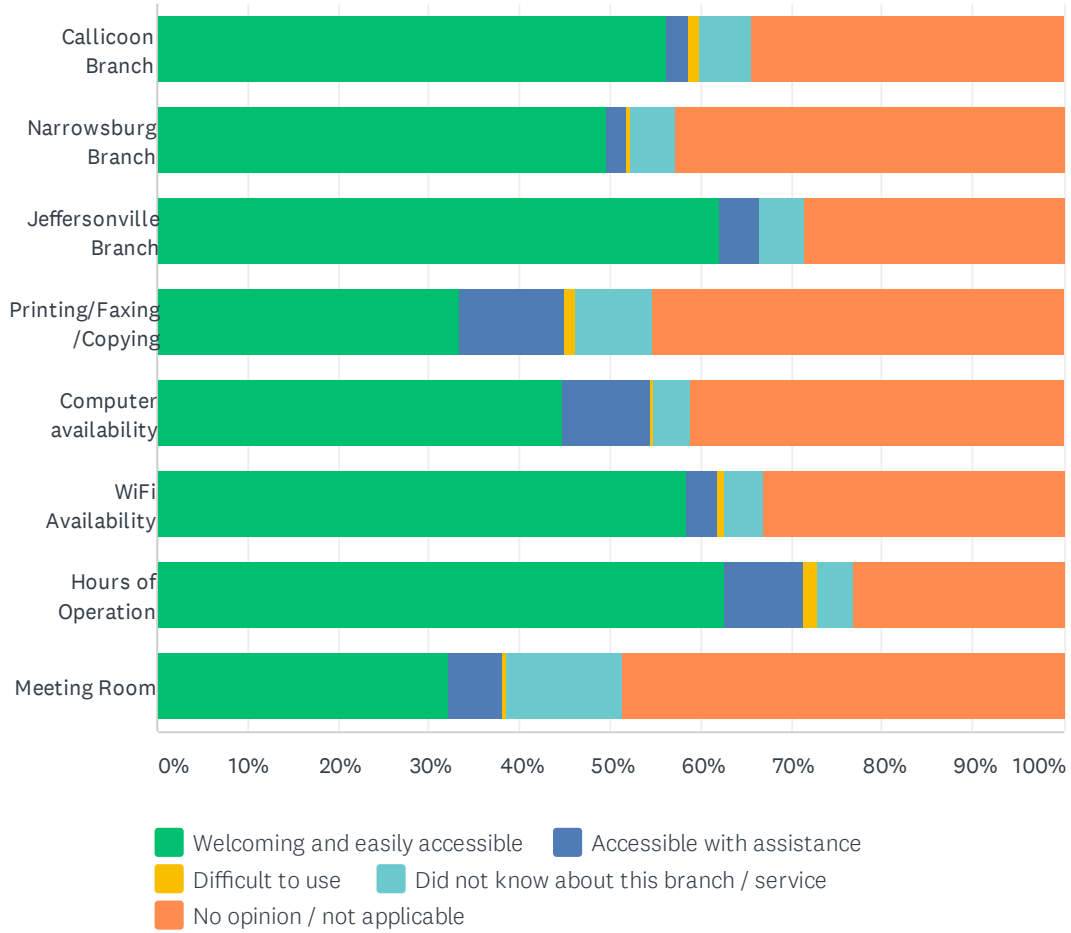
HOW DO YOU LOVE YOUR LIBRARY? Let Us Count the Ways!

|	WELCOMING AND EASILY ACCESSIBLE	ACCESSIBLE WITH ASSISTANCE	DIFFICULT TO USE	DID NOT KNOW ABOUT THIS BRANCH / SERVICE	NO OPINION / NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Callicoon Branch	56.15% 137	2.46% 6	1.23% 3	5.74% 14	34.43% 84	244	2.60
Narrowsburg Branch	49.57% 115	2.16% 5	0.43% 1	5.17% 12	42.67% 99	232	2.89
Jeffersonville Branch	61.98% 150	4.55% 11	0.00% 0	4.96% 12	28.51% 69	242	2.33
Printing/Faxing/Copying	33.33% 80	11.67% 28	1.25% 3	8.33% 20	45.42% 109	240	3.21
Computer availability	44.81% 108	9.54% 23	0.41% 1	4.15% 10	41.08% 99	241	2.87
WiFi Availability	58.47% 138	3.39% 8	0.85% 2	4.24% 10	33.05% 78	236	2.50
Hours of Operation	62.55% 152	8.64% 21	1.65% 4	4.12% 10	23.05% 56	243	2.16
Meeting Room	32.19% 75	6.01% 14	0.43% 1	12.88% 30	48.50% 113	233	3.39

Q7 Please rate the following WSPL collections.

Answered: 253   Skipped: 5
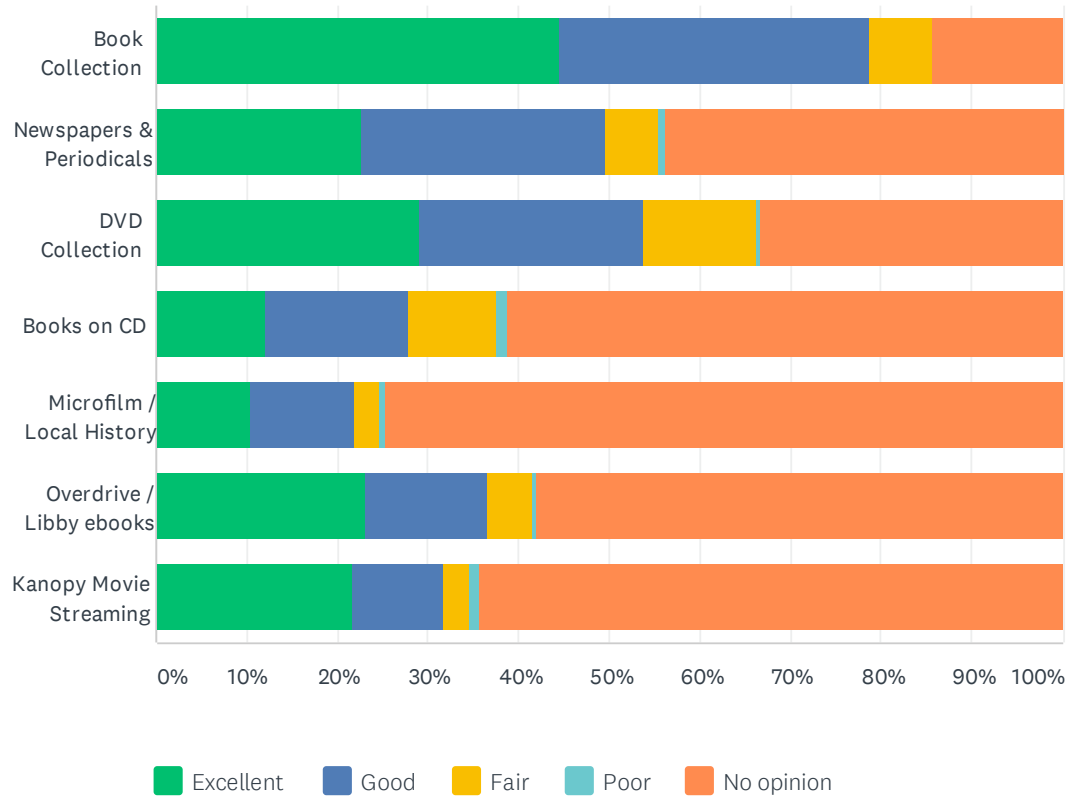
	EXCELLENT	GOOD	FAIR	POOR	NO OPINION	TOTAL	WEIGHTED AVERAGE
Book Collection	44.49% 109	34.29% 84	6.94% 17	0.00% 0	14.29% 35	245	2.05
Newspapers & Periodicals	22.73% 55	26.86% 65	5.79% 14	0.83% 2	43.80% 106	242	3.16
DVD Collection	29.17% 70	24.58% 59	12.50% 30	0.42% 1	33.33% 80	240	2.84
Books on CD	12.08% 29	15.83% 38	9.58% 23	1.25% 3	61.25% 147	240	3.84
Microfilm / Local History	10.50% 25	11.34% 27	2.94% 7	0.42% 1	74.79% 178	238	4.18
Overdrive / Libby ebooks	23.11% 55	13.45% 32	5.04% 12	0.42% 1	57.98% 138	238	3.57
Kanopy Movie Streaming	21.67% 52	10.00% 24	2.92% 7	1.25% 3	64.17% 154	240	3.76

Q8 I use the library's online services

Answered: 252   Skipped: 6
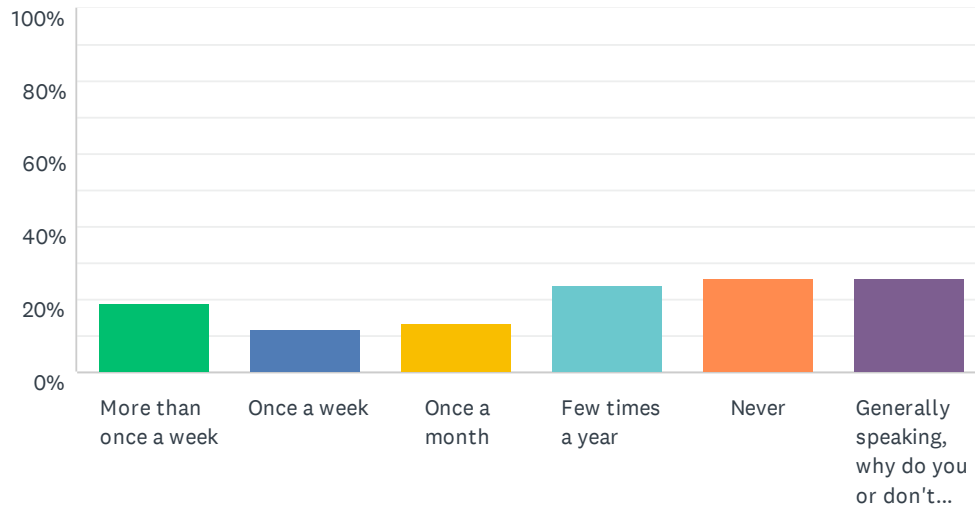
ANSWER CHOICES	RESPONSES	
More than once a week	19.05%	48
Once a week	11.90%	30
Once a month	13.49%	34
Few times a year	23.81%	60
Never	26.19%	66
Generally speaking, why do you or don't you use the library's online services?	26.19%	66
Total Respondents: 252		

## Q9 How easy is it to use our online services?

Answered: 252   Skipped: 6
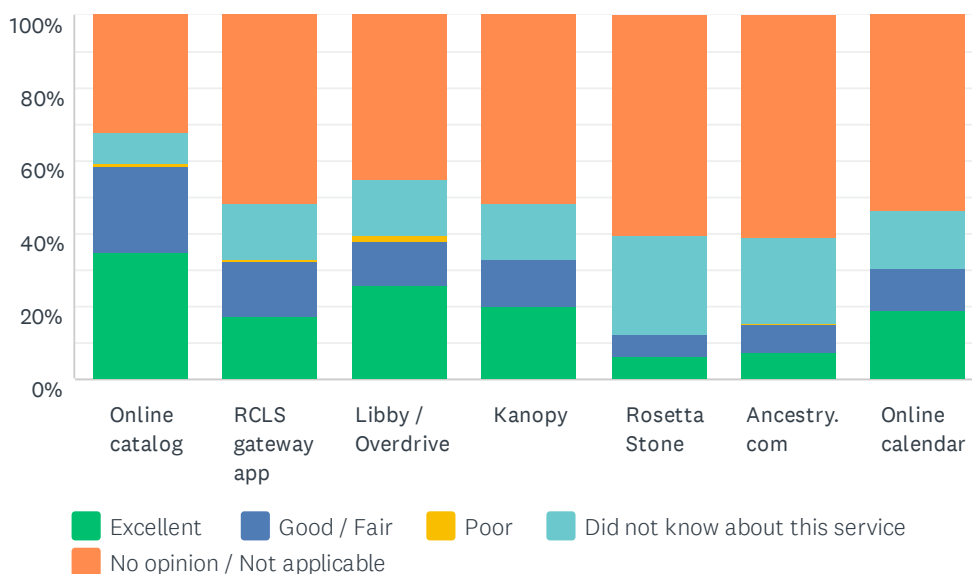
	EXCELLENT	GOOD / FAIR	POOR	DID NOT KNOW ABOUT THIS SERVICE	NO OPINION / NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Online catalog	35.12% 85	23.14% 56	1.24% 3	8.68% 21	31.82% 77	242	2.79
RCLS gateway app	17.65% 42	14.71% 35	0.42% 1	15.97% 38	51.26% 122	238	3.68
Libby / Overdrive	26.03% 63	11.98% 29	1.65% 4	15.29% 37	45.04% 109	242	3.41
Kanopy	20.17% 48	12.61% 30	0.42% 1	15.13% 36	51.68% 123	238	3.66
Rosetta Stone	6.38% 15	5.96% 14	0.00% 0	27.23% 64	60.43% 142	235	4.29
Ancestry.com	7.63% 18	7.20% 17	0.85% 2	23.31% 55	61.02% 144	236	4.23
Online calendar	18.91% 45	11.34% 27	0.42% 1	15.97% 38	53.36% 127	238	3.74

Q10 I attend public programs

Answered: 239   Skipped: 19
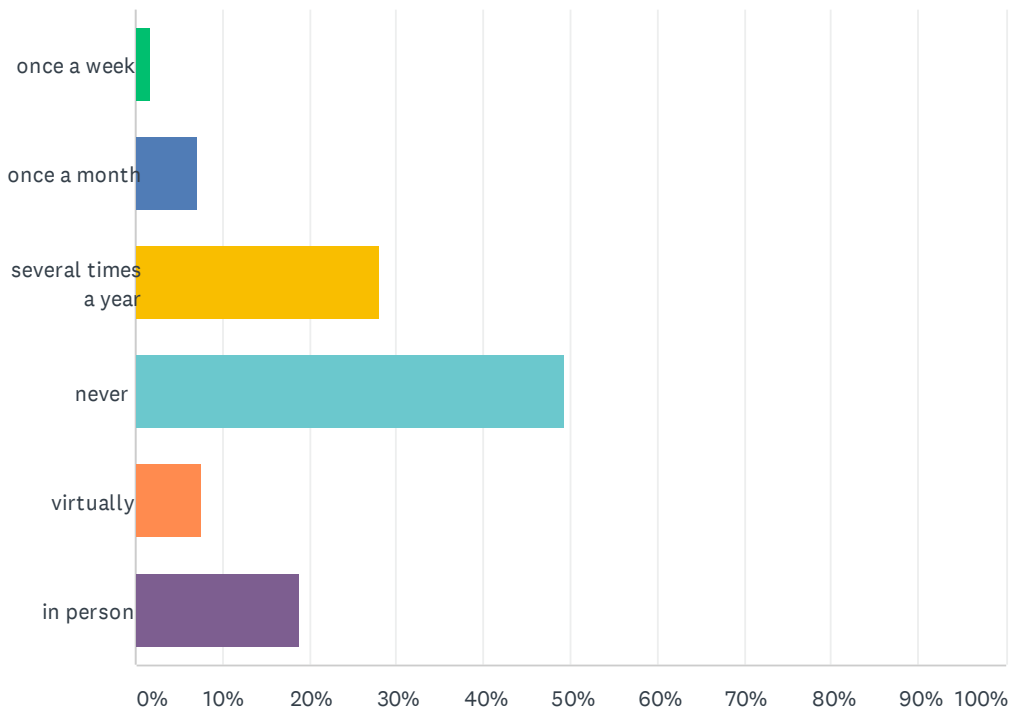
ANSWER CHOICES	RESPONSES	
once a week	1.67%	4
once a month	7.11%	17
several times a year	28.03%	67
never	49.37%	118
virtually	7.53%	18
in person	18.83%	45
Total Respondents: 239		

Q11 Please rate the following WSPL programs

Answered: 249   Skipped: 9
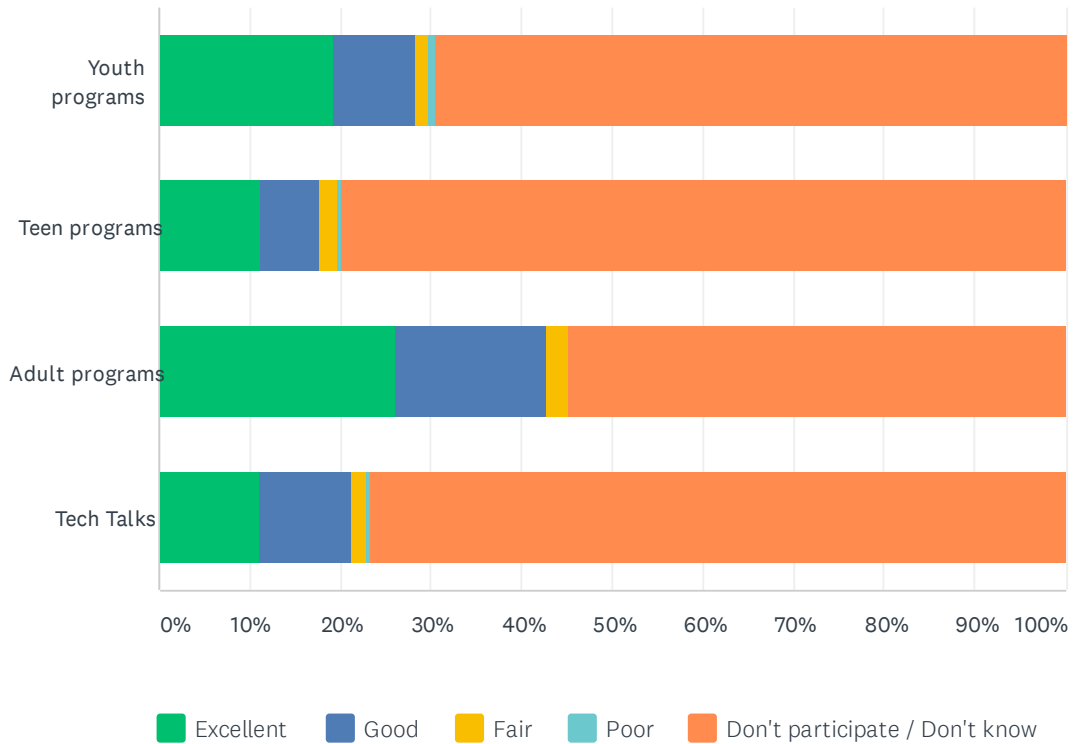
	EXCELLENT	GOOD	FAIR	POOR	DON'T PARTICIPATE / DON'T KNOW	TOTAL
Youth programs	19.34% 47	9.05% 22	1.23% 3	0.82% 2	69.55% 169	243
Teen programs	11.34% 27	6.30% 15	2.10% 5	0.42% 1	79.83% 190	238
Adult programs	26.02% 64	16.67% 41	2.44% 6	0.00% 0	54.88% 135	246
Tech Talks	11.02% 26	10.17% 24	1.69% 4	0.42% 1	76.69% 181	236

Q12 What is your favorite thing about the library?

Answered: 218   Skipped: 40

Q13 What might encourage you to make better use of the library's services and programs?

Answered: 201   Skipped: 57
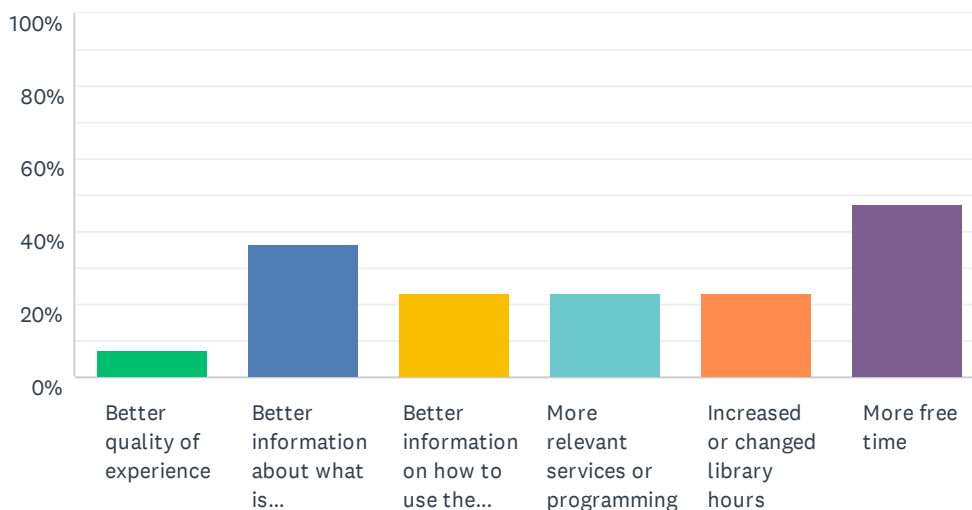
ANSWER CHOICES	RESPONSES	
Better quality of experience	7.46%	15
Better information about what is available	36.32%	73
Better information on how to use the services	22.89%	46
More relevant services or programming	22.89%	46
Increased or changed library hours	22.89%	46
More free time	47.26%	95
Total Respondents: 201		

Q14 What should the library do to improve its programs and contributions to the community?

Answered: 161   Skipped: 97

Q15 What are the best ways for you to get information about the library's policies, programs & services? (choose up to 3)
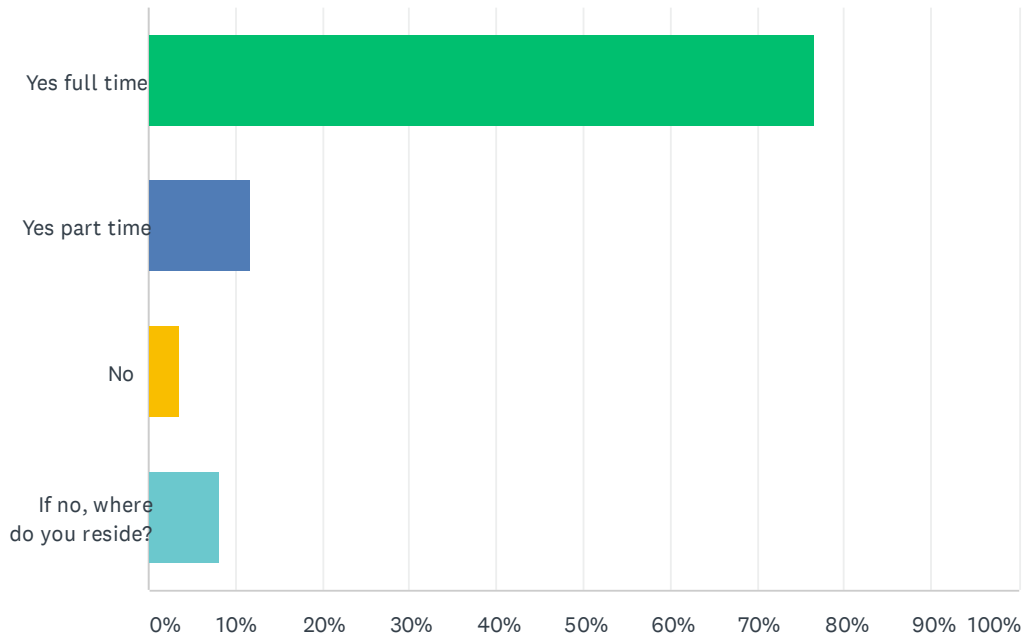
Answered: 247   Skipped: 11
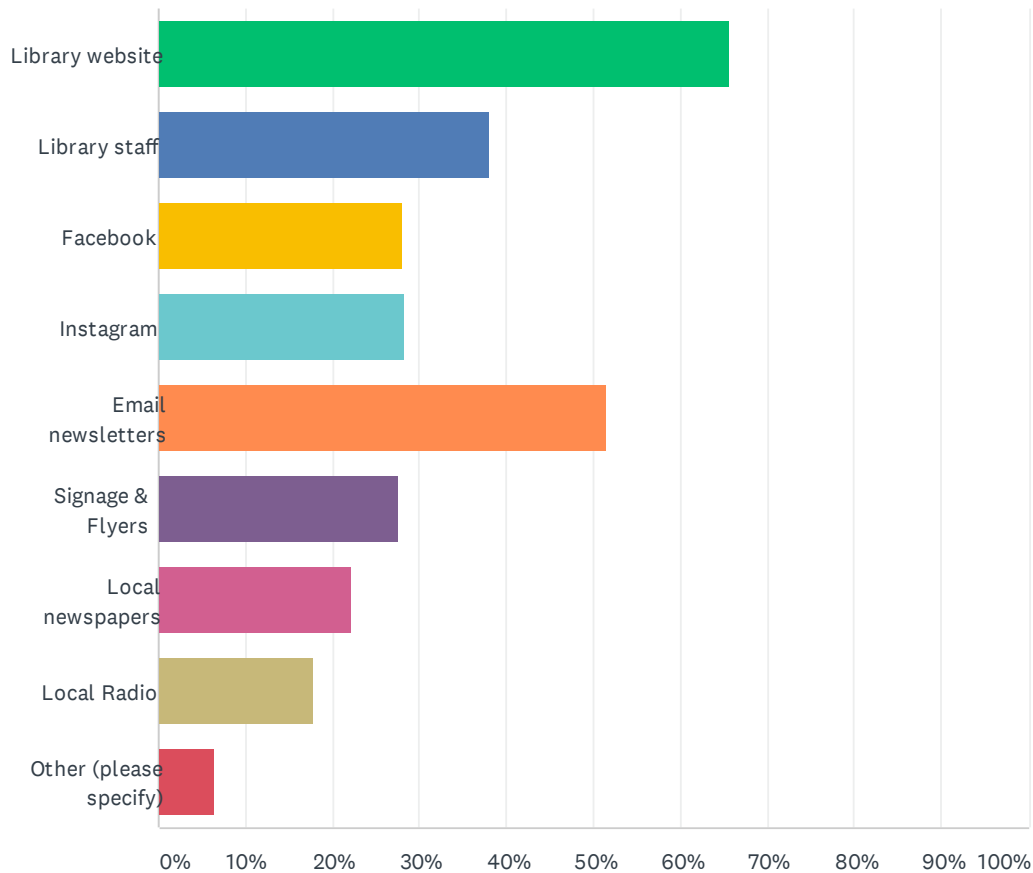
ANSWER CHOICES	RESPONSES	
Library website	65.59%	162
Library staff	38.06%	94
Facebook	27.94%	69
Instagram	28.34%	70
Email newsletters	51.42%	127
Signage & Flyers	27.53%	68
Local newspapers	22.27%	55
Local Radio	17.81%	44
Other (please specify)	6.48%	16
Total Respondents: 247		

Q16 Do you live in the Sullivan West School District?

Answered: 255   Skipped: 3

ANSWER CHOICES	RESPONSES	
Yes full time	76.47%	195
Yes part time	11.76%	30
No	3.53%	9
If no, where do you reside?	8.24%	21
TOTAL		255

Q17 Please indicate your age group

Answered: 255   Skipped: 3
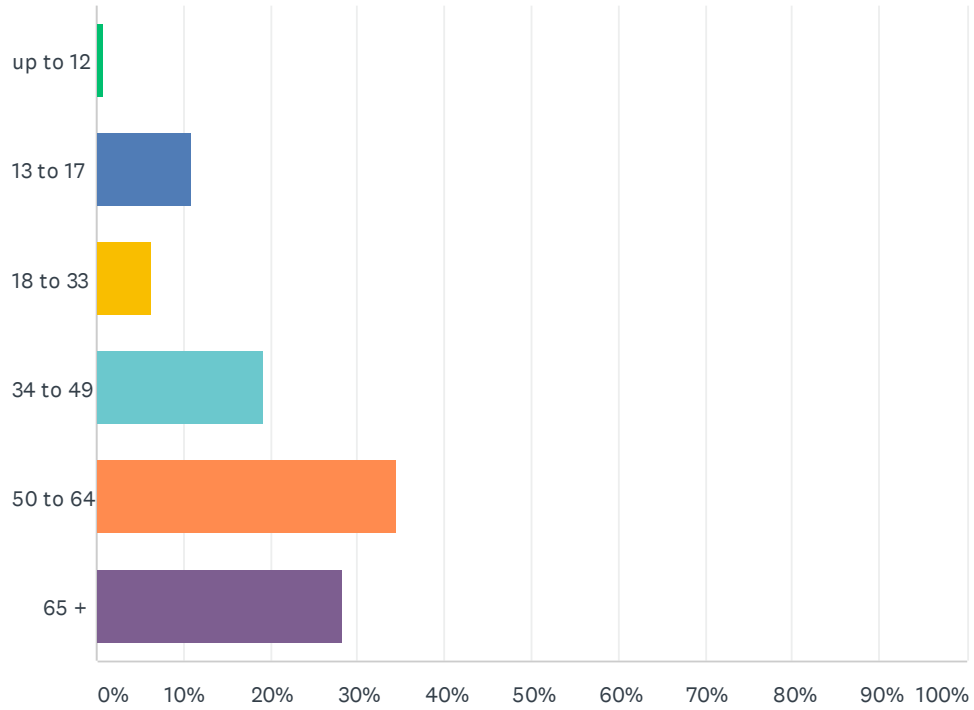
ANSWER CHOICES	RESPONSES	
up to 12	0.78%	2
13 to 17	10.98%	28
18 to 33	6.27%	16
34 to 49	19.22%	49
50 to 64	34.51%	88
65 +	28.24%	72
TOTAL		255

Q18 Which of the following tools do you have available to you so that we can make our services more accessible?

Answered: 243   Skipped: 15
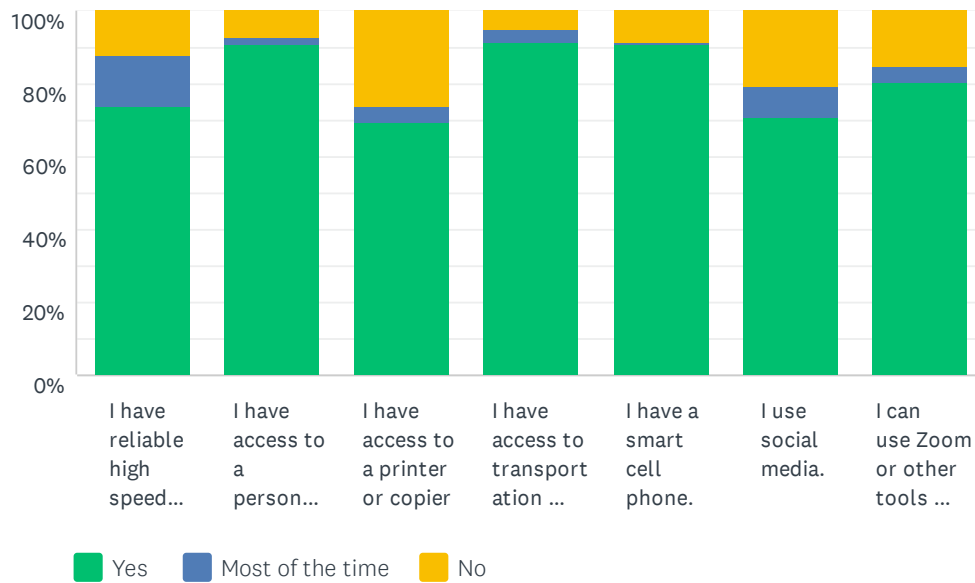
	YES	MOST OF THE TIME	NO	TOTAL	WEIGHTED AVERAGE
I have reliable high speed internet at home	73.84% 175	13.92% 33	12.24% 29	237	1.38
I have access to a personal computer	91.06% 214	2.13% 5	6.81% 16	235	1.16
I have access to a printer or copier	69.53% 162	4.29% 10	26.18% 61	233	1.57
I have access to transportation to get to the library	91.70% 210	3.49% 8	4.80% 11	229	1.13
I have a smart cell phone.	90.99% 212	0.43% 1	8.58% 20	233	1.18
I use social media.	71.18% 163	8.30% 19	20.52% 47	229	1.49
I can use Zoom or other tools to attend virtual programming.	80.35% 184	4.80% 11	14.85% 34	229	1.34

Q19 What is/are your occupation, vocation, or pre-occupation? (please feel free to list your work, your passions, your interest...for example Student, Entrepreneur, Educator, Horticulture, Farmer, Law Enforcement, Artist, Contractor)

Answered: 221   Skipped: 37

Q20 If you would like to be entered into a drawing for a $50 gift certificate to Agway and would like more information about WSPL, please provide your contact information here. Your survey responses will still remain confidential.

Answered: 188   Skipped: 70

ANSWER CHOICES	RESPONSES	
Name	99.47%	187
Company	0.53%	1
Address	93.62%	176
Address 2	0.53%	1
City/Town	96.81%	182
State/Province	96.81%	182
ZIP/Postal Code	97.34%	183
Country	1.06%	2
Email Address	92.02%	173
Phone Number	88.30%	166

Q21 For staff only, do not answer

Answered: 97   Skipped: 161
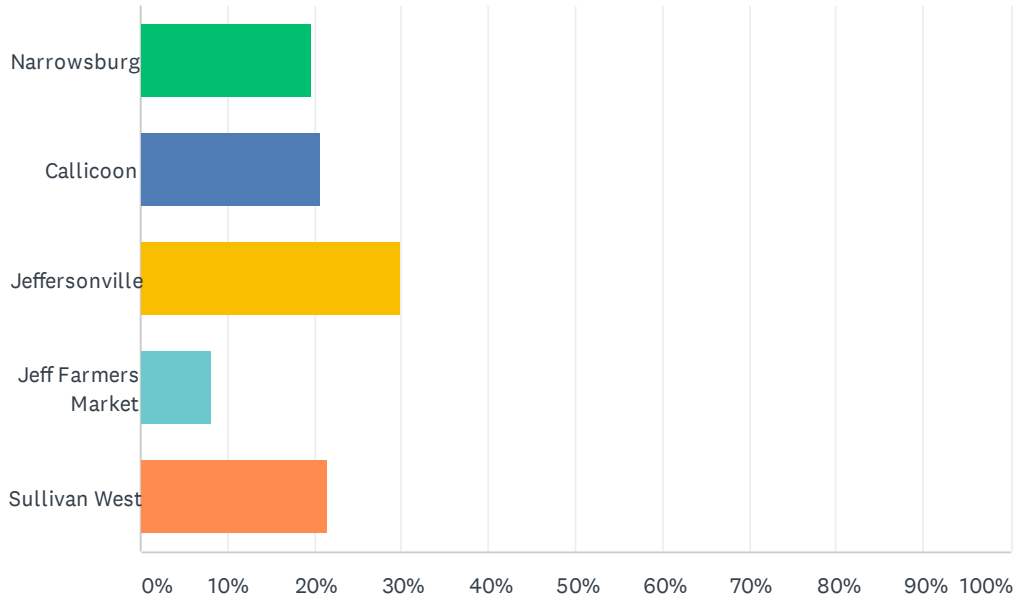
ANSWER CHOICES	RESPONSES	
Narrowsburg	19.59%	19
Callicoon	20.62%	20
Jeffersonville	29.90%	29
Jeff Farmers Market	8.25%	8
Sullivan West	21.65%	21
TOTAL		97