



2017-2022

Long Range Strategic Plan



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INTRODUCTION

The year 2016 represents the beginning of the Library's second century of serving the communities of Cutchogue and New Suffolk. As the world changes around us, so must the Library change in response to the needs of its patrons and community as a whole. Change in the way information is made available to people and in the way they access it requires new approaches to Library services and resources. This Plan is intended to provide the Library with direction and vision for the next five years while staying true to its traditional core values.

Methodology

This five year plan was prepared by the Board of Trustees of the *Cutchogue New Suffolk Free Library*. The Board prepared a community survey as part of the planning process. The survey of the community was mailed to every household in Cutchogue and New Suffolk. Copies of the survey were also available in Library and on the Library's website. All quantifiable survey results were analyzed using a statistical program. Comments were looked at separately. Library staff were also asked for their perspective. The Board reviewed and discussed the results and a draft plan was prepared by the Library Director based on those discussions.

Community Survey Results

<http://www.cutchoguelibrary.org/our-library/community-survey-results>

LONG RANGE STRATEGIC PLANNING COMMITTEE

Library Board of Trustees 2016-17

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The mission of the Cutchogue New Suffolk Free Library is to promote lifelong learning through the acquisition, organization and preservation of information, and through offering services in an environment that will support the community's educational, cultural, recreational, and professional interests.

GOAL 1 INCREASE LIBRARY SERVICES

Optimize the patron experience by identifying and addressing their Library needs

Respond to changes in patrons' use of electronic resources

Educate patrons on current and emerging technologies

Increase accessibility to patrons, including those with disabilities as defined by the ADA & ADAAA.

Increase attendance of Library programs

Promote awareness of Library services

Increase circulation of Library materials

Promote literacy & education

Decrease/eliminate barriers in using the Library for Spanish-speaking patrons

GOAL 2 SUPPORT STAFF EDUCATION OF CHANGING TECHNOLOGIES AND LIBRARY SERVICES

Have key staff members share their unique knowledge of Library services

Foster team-building and increase staff awareness of emerging trends in libraries

All Library staff members will attain a minimal level of technical proficiency

GOAL 3 MAINTAIN A SAFE & WELCOMING ENVIRONMENT, WHILE DEVELOPING A PHYSICAL PLANT THAT REFLECTS THE CHANGING ROLE OF THE LIBRARY BUILDING

Increase emergency preparedness

Create additional space for group collaboration and engagement

Improve ease of locating Library materials

Continue to address the maintenance needs of the Library building and grounds

Collect information to make decisions about the future building needs

Respond to the preservation needs of the *Local History Center*

GOAL 4 MAINTAIN AND GROW THE LIBRARY'S FISCAL HEALTH

Secure additional means of revenue

Create a financial plan for large donations, bequests

Educate the community of the fiscal needs of the Library

Foster current and create new community partnerships

LIBRARY PLAN OF SERVICE

Library Overview

Located on the Village Green, the Library stands alongside the historic Old House, the 1704 Wickham Farmhouse, the 1840 Schoolhouse, a post-Civil War Carriage House and the Old Burying Ground.

The building that is now the Library was originally a church built by the Independent Congregational Church and Society in 1862. The society was formed by a group of people who split off from the Cutchogue Presbyterian Church. The structure was built on land donated by one of their members and financed through member contributions that included a wooded lot, 4 shares of stock and one woman's gold beads.

By 1913, the building was not in use and the members had returned to the Presbyterian Church while still keeping their religious society active. The Trustees of the Church voted to refurbish the building and grounds for use as a library. In 1914, the Trustees approved the rental of the building for a dollar a year. The Library opened with a staff of volunteers and was granted a provisional charter on September 16, 1915 by the New York State Board of Regents. A furnace and electricity were installed in 1921.

In 1927, the Cutchogue Methodist Church burned down. The Congregational Society closed the Library to allow the Methodists to use the building for worship while they built a new church. The Library was reopened when construction of the new Methodist Church was complete and continued to operate in the Church building for a nominal rent. The structure maintained free standing shelving and no permanent furnishings so that it could easily be returned to a place of worship if needed.

Over the years the Library continued to grow but with only minor changes added to the building – a bathroom in the minister's robing room, a door to the rear of the building for fire safety and a ban on smoking in the building was instituted. On September 20, 1957, the Library was granted a permanent charter by the New York State Board of Regents.

By the 1980s, the Library had become an integral part of the community and was staffed with a full-time librarian and several part time employees. In response the Library's growing need for the space, the Congregational Society made it possible for the Library to buy the building and embark on an extensive renovation and expansion project. In 1986, the Library moved in and a year later renovated the "church" into the current children's room and meeting room.

In 1994, the Historical Council provided the Library with funds to renovate the expanded choir loft into the Local History Center. The west front corner of the ceiling of the Local History Room shows the original curved ceiling where the spiral staircase led to the choir loft.

In response to the community's growing need for more space, the Library doubled its square footage in 2008. A second story mezzanine was built throughout the entire building and a Community Room was added to the lower level by excavating the ground beneath the church portion of the building.

The Library's service area incorporates the communities of Cutchogue and New Suffolk. According to the 2010 United States Census, the population of Cutchogue was 3,349 and the population of New Suffolk was 349. As of October 2016, the Library has 3595 cardholders.

The hamlet of Cutchogue is located in the western half of the Town of Southold, and stretches from the Long Island Sound across the entire width to the Peconic Bays. It is bordered on the west by Mattituck, on the east by Peconic, and New Suffolk hamlet on the south.

Cutchogue is comprised of 6,322 acres, with nearly half of those acres designated for agricultural use. The farmlands are a large part of the community's character along with the Library, Village Green and surrounding historic buildings that form the center of the hamlet. The historic nature of Cutchogue also provides its sense of place and contributes to its small town charm.

The compact hamlet of New Suffolk is located in the western half of the Town of Southold's mainland, on the south shore. It is bordered on the west and north by Cutchogue, on the south by Great Peconic Bay and on the east by Cutchogue Harbor. New Suffolk is the Town's smallest hamlet at 335 acres.

New Suffolk's hamlet center with its gridded streets, small lots, and traditional tiny schoolhouse gives the community its quiet charm. The waterfront area along First Street was at one time an industrial area, with submarine manufacturing and other industrial uses. This area was transformed over time and now includes a popular sandy beach with spectacular views of Cutchogue Harbor and the bay.

The Library is governed by an elected nine member Board of Trustees whose monthly meetings are open to the public. The Library employs a qualified director who is responsible for the day-to-day operation of the Library. The Library employs professional librarians and support staff to assist with providing the services outlined in this document.

The Library is funded primarily through local tax assessments and receives some supplemental income through grants, contributions, private donations, bequests, fees and interest payments.

The Library has a set of bylaws that govern the Library's structure and an extensive set of policies that govern the Library's operations. *These policies are posted on the Library's website.* The Library provides an *Employee Handbook* to all staff members and updates as issued by the Board of Trustees.

Library Mission Statement

The mission of the Cutchogue New Suffolk Free Library is to promote lifelong learning through the acquisition, organization and preservation of information, and through offering services in an environment that will support the community's educational, cultural, recreational, and professional interests.

Library Service Standard

The Library uses the following standards to define its public service priorities:

- 1) Safety First – Library patrons must be and feel safe and secure (both as individuals and for their families) when they visit and use the Library's services.
- 2) Privacy and Respect – Library patrons must feel confident that their privacy will be maintained and that their concerns and beliefs will be respected.
- 3) Courtesy – Library patrons will be treated with dignity, proper decorum and a willingness to be of assistance.
- 4) Accuracy – Library staff will always strive to provide patrons with the most accurate.

Reference Services

The Library is committed to providing patrons with a means to access informational, educational and recreational materials. A staff of professional librarians will be available and equipped with the resources necessary to assist patrons in accessing informational, educational and recreational materials and facilitating their research.

Collections

The Library will maintain a collection of popular general interest materials. The collection will be intended for the enrichment of all patrons. The collection will include books (regular and large print), magazines, DVDs, compact discs, audio books, eBooks and other downloadable materials. The Library will evaluate emerging technology and when appropriate, add materials in new formats to its collection.

Computers and Technology

The Library will provide a broad array of computer and technology services. These services will include public access to:

- computers with Internet and various software programs
- Wi-Fi throughout the building
- scanning station
- color and black/white printers
- tablets
- fax machine
- color and black/white photocopier
- document magnifier
- *Live-brary.com* (online eBook collections, databases, study help and research tools)
- patrons with Library cards will have remote access to *Live-brary.com*

Circulation

The Library will lend materials to patrons who live within the Library's service area or those qualified for direct access and/or interlibrary loan. The Library will follow the direct access and/or interlibrary loan rules set forth in the *SCLS Resource Sharing Code* and it will comply with all sections of New York State Department of Education NYCRR 90.3. The Library will issue a Library card to any resident within its service area who fills out an application and provides the necessary proof of residency. Patrons with Library cards will be able to request, reserve and renew materials, access a list of Library holdings (either from the Library or online), borrow materials from other Suffolk County public libraries and access their Library card account (either from the Library or online).

The Library will maintain a comfortable, clean and safe facility that is fully accessible to all community members. The Library will offer gender neutral, accessible bathrooms. The facility will include workspace for individuals, small groups and large groups as well as a community art gallery. The Library facility will be large and modern enough to support the items listed within this plan of service. Library signage will be clear, up-to-date and easy to understand.

Staff

The Library will employ a friendly and helpful customer service oriented staff that will include professional librarians and support staff. Staff members will be well informed about the Library's services, programs and policies. Staff development will be encouraged and facilitated through opportunities for professional growth and training.

Volunteers

The Library will utilize the assistance of a diverse group of volunteers, whenever appropriate. This will be done in order to provide a local opportunity for community residents needing volunteer credit.

Programming

The Library will offer a wide variety of programming for patrons of all ages. In accordance with the Library's policies, meeting spaces will be available for community-based, not-for-profit groups.

Special Services

The Library will offer a number of special services to the community. These will include, but are not limited to: reader's advisory, inter-Library loans, community outreach, homebound delivery, basic English classes, materials (braille and talking books) for people with disabilities through the *National Library Service* and *Literacy Volunteers of America* training.

Promotion of Library Services

The Library will inform the community about its services and programs through regularly published newsletters, a website, social media, tours of the Library and additional methods.

Fiscal Responsibility

The Library recognizes and acknowledges the important responsibility to taxpayers to be prudent and accountable with the community's investment in the Library. The Library will develop and utilize an array of financial procedures and internal controls to ensure that all Library funds are well managed and well spent. Those procedures will be periodically reviewed and, when appropriate, modified to reinforce their purpose.

Responsiveness

The Library will always strive to be responsive to all community needs and requests. Budgetary, facility and staffing constraints may prevent the Library from being able to fulfill all community wishes but they will not prevent the Library from studying and responding to all requests.

Cooperative Partnering

The Library will attempt to maximize the community's investment by cooperatively sharing services where appropriate and cost effective with neighboring libraries and other public service institutions. The Library will maintain a membership in the *Suffolk Cooperative Library System (SCLS)* and take full advantage of the many services that *SCLS* provides to member libraries.

Library Plan of Service Review

The Library Board of Trustees will review and reaffirm the Plan of Service on a regular basis, at least once every five years. The review process will include a community needs assessment, an evaluation of current services, a financial review, a policy review and input from the Library staff.

GOALS & OBJECTIVES

GOAL 1: INCREASE LIBRARY SERVICES	
OBJECTIVES	STRATEGIES
Optimize the patron experience by identifying and addressing their Library needs	<ul style="list-style-type: none"> - Record patron questions in a way that better informs staff of the types of inquiries being asked - Provide patrons with opportunities to comment on library services, make suggestions for changes, and report other service issues
Respond to changes in patrons' use of electronic resources	<ul style="list-style-type: none"> - Track the circulation and usage of the Library's digital collection
Educate patrons on current and emerging technologies	<ul style="list-style-type: none"> - Offer educational workshops and create online tutorials
Increase accessibility to patrons, including those with disabilities as defined by the ADA and ADAAA	<ul style="list-style-type: none"> - Implement a <i>Homebound Program</i> marketing campaign - Explore ways of exporting Library programming through direct broadcast, web casts or other media - Establish outreach programs that demonstrate library services - Implement installation of assistive listening devices - Create accessible seating plans
Increase attendance of Library programs	<ul style="list-style-type: none"> - Market programs using Library website and social media - Implement a community survey specifically targeting the community's program needs - Work collaboratively with other local libraries, local schools, organizations and businesses in bringing creative programming to the Library - Encourage local artists and professionals to share their skills and knowledge in a Library program format
Promote awareness of Library services	<ul style="list-style-type: none"> - Market Library services using Library website, social media, etc. - Develop and maintain a Library email listserv - Continue to build and maintain relationships with local news agencies to ensure coverage of Library events and needs - Offer tours and classes to inform public of services
Increase circulation of Library materials	<ul style="list-style-type: none"> - Analyze circulation statistics and consider the data for future material purchases - Review and revise interlibrary loan policies - Investigate loaning non-traditional library items
Promote literacy and education	<ul style="list-style-type: none"> - Develop early literacy initiatives - Expand STEAM based programming (Science, Technology, Engineering, Arts & Math) - Cultivate resources that support local schools curriculums - Ensure local educators are aware of the Library's ability to provide students with homework assistance, access to technology and collections - Offer age-appropriate group instruction for students in the use of the Library and online resources - Review and respond to the need for GED assistance and new American resources - Support <i>Literacy Volunteers of Suffolk County</i> as a tutoring location
Decrease/eliminate barriers in using the Library for Spanish-speaking patrons	<ul style="list-style-type: none"> - Create plan to recruit Spanish speakers for staff and Library Board - Work with school district to distribute Library information in Spanish - Continue to offer & expand services for English language learners

GOALS & OBJECTIVES *(continued)*

GOAL 2: SUPPORT STAFF EDUCATION OF CHANGING TECHNOLOGIES AND LIBRARY SERVICES	
OBJECTIVES	STRATEGIES
Have key staff members share their unique knowledge of Library services	- Offer in-house staff-led training sessions
Foster team-building and increase staff awareness of emerging trends in libraries	- Send staff representatives to educational workshops - Continue to offer an annual staff development day
All Library staff members will attain a minimal level of technical proficiency	- Adopt minimal standards for technical proficiency for each Library job classification

GOAL 3: MAINTAIN A SAFE & WELCOMING ENVIRONMENT, WHILE DEVELOPING A PHYSICAL PLANT THAT REFLECTS THE CHANGING ROLE OF THE LIBRARY BUILDING	
OBJECTIVES	STRATEGIES
Increase emergency preparedness	- Establish a safety committee - Provide emergency preparedness training - Install security cameras - Install “panic buttons” to automatically alert police to an emergency situation
Create additional space for group collaboration and engagement	- Reconfigure meeting spaces to accommodate maximum number of patrons - Provide outside seating areas
Improve ease of locating Library materials	- Review Library signage - Create a Library building map - Provide Library tours
Continue to address the maintenance needs of the Library building and grounds	- Develop a 12-month preventative maintenance schedule - Develop housekeeping and cleaning standards - Remodel public bathrooms - Install water bottle refilling station - Evaluate Library lighting and explore high-efficiency lighting
Collect information to make decisions about the future building needs	- Track building traffic - Document use of meeting rooms and Library common spaces
Respond to the preservation needs of the <i>Local History Center</i>	- Install adequate climate & lighting controls to maintain preservation standards - Work collaboratively with the <i>Cutchogue-New Suffolk Historical Council</i> in expanding the local history collection

GOALS & OBJECTIVES *(continued)*

GOAL 4: MAINTAIN AND GROW THE LIBRARY'S FISCAL HEALTH	
OBJECTIVES	STRATEGIES
Secure additional means of revenue	<ul style="list-style-type: none">- Explore grant opportunities- Develop fundraising campaigns & establish a Library "Wish List"- Continue to work with the <i>Friends of the Library</i> and institute an annual joint meeting of the Board of the Friends of the Library and the Board of Library Trustees- Create initiatives that promote long-term gift giving, private donations and bequests
Create a financial plan for large donations, bequests and gifts received by the Library.	<ul style="list-style-type: none">- Explore stable, secure investment avenues- Investigate the establishment of an endowment to ensure sustained financial support
Educate the community of the fiscal needs of the Library	<ul style="list-style-type: none">- Update website to include the fiscal needs of the Library- Include fiscal information in the Library newsletter and email notices
Foster current and create new community partnerships	<ul style="list-style-type: none">- Work with neighboring libraries to share programming costs- Encourage business sponsorship of Library events and purchases

CONCLUSION

Thank you to the community members who participated in the Community Survey and the Library staff whose input helped us create this Strategic Plan. We look forward to working towards the goals set forth in this plan as well as continuing to highlight the role of the Library as the center of the community.