

Cornwall Public Library

Strategic Plan 2023-2026

Mission

The Cornwall Public Library connects people, information and ideas to inspire learning, provoke curiosity, advance knowledge and strengthen our community.

To achieve this mission, we rely on three great resources – our staff, our collections and our physical and virtual spaces – to promote an engaged and informed citizenry. The library will uphold and support the Library Bill of Rights.

Values

Lifelong Learning

CPL serves the Cornwall community and each of its members according to their needs and interests.

Democracy and Intellectual Freedom

CPL provides equal and open access to all members of our community. By providing excellent, personal customer service, we are responsive, confidential, and unbiased in recognizing the diverse needs and interests of the community we serve. CPL respects the privacy and confidentiality of its library members and visitors.

Welcoming Access

CPL provides a safe, comfortable, accessible, and efficient facility that offers a welcoming environment for all.

Sustainability

CPL is committed to practicing sustainability in all its operational, financial and building management practices. The library is governed by sound policies, plans, financial management and oversight.

Responsive

CPL strives to continually assess, and stay current with, the growing and changing requirements of our community and to respond progressively to its intellectual, social, artistic and cultural needs. We respond with innovative approaches supported by the most current technologies our fiscal landscape can support.

Professional Service

CPL provides its staff with the support, training, and professional development opportunities necessary to continue offering quality and relevant services.

Planning Summary

In 2022, the CPL staff and the Strategic Planning Committee of the CPL Board began a process of inquiry, engaging with community stakeholders through surveys, focus groups, and direct outreach, in order to best understand the needs, aspirations, and concerns of our community. The Committee analyzed the data gathered through this year-long process and distilled it into three overarching themes.

Cornwall's priorities for the CPL:

- **Connections** The CPL will foster an environment for **collaboration** among staff; for **communication** between the Library, members, visitors, and community groups; and for the **acknowledgement** of the good work of staff and citizens. The CPL will build **relationships** in our community.
- **Physical Environment** **Thoughtful planning** and management of collections, space, and community needs will allow the CPL to offer an **accessible** and **welcoming** setting for all users and staff.
- **Programs** The CPL will craft exceptional programs to **ignite curiosity**, **build friendships**, **expand knowledge**, and **enhance community engagement** through the professional and responsive service provided by **superb staff**.

The Strategic Plan that follows articulates priority-informed goals that reflect the Library's Mission and Values, as well as the extensive input of the people of our community. This plan will be in effect from the date of adoption through 06/30/2026. Questions regarding the plan may be directed to Charlotte Dunaief, CPL Director.

Strategic Planning Committee

Charlotte Dunaief, CPL Director

Michelle Query, CPL Board Trustee , Strategic Planning Committee Chair

Matt Soltis, CPL Board Trustee

Stephanie Wolf, CPL Board President

CPL Board of Trustees

Elected:

Stephanie Wolf, President

Meghann Chyla, Vice President

Melissa Greaves-Kulisek, Secretary

Lynn Daniels

Michelle Query

Matt Rettig

Matt Soltis

Nonelected:

Emily Milton, Treasurer

Charlotte Dunaief, Director

Theme: Connections

Goal: CPL will build meaningful connections through an emphasis on a culture of care, collaboration, and excellent communication.

- Action Step 1. Establish partnerships with local volunteer organizations to improve accessibility for seniors via transportation assistance by 8/1/2024.
Responsibility: Director, Outreach Coordinator
Resources: Faith-based organizations (e.g. Jewish Family Service of Orange County), municipal and local governments (e.g. Town of Cornwall)
Evaluation: Survey participants on what means of transportation they use to attend the library; Compare program participation data before and after initiating action step; Measure check-outs by age group before and after the new transportation support initiative
- Action Step 2. Create a Library Board-Staff partner program to expand understanding, acknowledge the work, and integrate feedback for ongoing needs assessment by 01/01/2024 and to run continuously for the duration of this strategic plan time frame.

Responsibility: Personnel Committee, Director

Resources: Volunteer time from Board, Society for Human Resources Management

Evaluation: Google form utilized for regular feedback

- Action Step 3. Develop modern, ongoing community input tools for staff and community users to convey needs, feedback, and solutions in order to facilitate future strategic planning.

Responsibility: Department Heads, Director

Resources: QR code, Google form(s), website

Evaluation: Google form analysis

Theme: Physical Environment

Goal: CPL will enhance the physical environment for all users in keeping with our values of sustainability and welcoming access.

- Action Step 1. Initiate a project to modernize the circulation desk and reference desks for improved efficiency, accessibility, privacy, and workspace solutions for evolving duties by 04/01/2024 to include viewing modernized circulation and reference desks in comparable libraries (virtually or in nearby communities), identifying the design that best fits the CPL, and putting the project out to bid.

Responsibility: Staff, Director, Buildings and Grounds and Sustainability Committee, CPL Board of Trustees

Resources: Library construction aid, grants, architect

Evaluation: Include Circulation Desk and Reference Desk questions on Google form (see Connections Goal 1, Action Step 3) for both public and staff pre- and post- data collection

- Action Step 2. Obtain pricing and feasibility information for solar panels on the CPL property to support fiscal responsibility, environmental stewardship, and sustainable facility practices by 09/01/2023. Develop a plan for implementation based on feasibility for the subsequent fiscal year by 12/30/2023.

Responsibility: Director, Staff, Building and Grounds and Sustainability Committee

Resources: Local solar companies, area library with solar installed, Staff

Evaluation: Utility cost pre- and post- installation; Net energy generated by solar installation

- Action Step 3. Enhance the external library environment through creation of a plan to include a forward (street) facing patio, integrated greenspaces, and parking lot improvements to welcome community members and build connections by 06/30/2025.
Responsibility: Director, Staff, Building and Grounds and Sustainability Committee
Resources: Landscape architect, current available renderings, Staff
Evaluation: Include exterior environment question on Google form (see Connections Goal 1, Action step 3) for both public and staff pre- and post- plan publication

- Action Step 4. Maximize current records (personnel and financial) storage through scheduled review of materials being stored with quarterly check-ins.
Responsibility: Director, Department Heads, Staff, Buildings and Grounds and Sustainability Committee
Resources: Boiler room (construct legal storage in boiler room), NYS records retention policy, staff problem-solving time, RCLS data storage guidance, digitization of paper records
Evaluation: Measure current number of boxes stored on the floor or on tops of work spaces/filing cabinets; Goal of 0 boxes stored on the floor or on tops of work spaces/filing cabinets after implementation; Document current space used for temporary storage; Document identifiable space allotted for temporary storage that is not work space following implementation

- Action Step 5. Maximize program supplies storage through scheduled review of materials being stored with quarterly check-ins.
Responsibility: Director, Department Heads, Staff, Buildings and Grounds and Sustainability Committee
Resources: Existing space, staff problem-solving time
Evaluation: Measure current number of boxes stored on the floor or on tops of work spaces/filing cabinets; Goal of 0 boxes stored on the floor or on tops of work spaces/filing cabinets after implementation; Document current space used for temporary storage; Document identifiable space allotted for temporary storage that is not work space following implementation

- Action Step 6. Establish accessibility standards for all library spaces, with ADA compliance as the minimum standard and staff training (opportunities) for inclusive environments (e.g. sensory needs, people with invisible disabilities, etc).
Responsibility: Director, Buildings and Grounds and Sustainability Committee
Resources: Signage, local Occupational Therapist, pro bono, Center for Independent Living

Evaluation: Compare pre and post implementation review by the Center for Independent Living or other People with Disabilities/advocates

Theme: Programs

Goal: CPL will offer programs in keeping with our Mission and will engage in reflective analysis of how programs must continually evolve to connect with our community users.

- Action Step 1. Staff will implement at least 1 new program promotion strategy for current programs and will compare attendance and engagement data with pre-strategy implementation in order to increase community engagement.
Responsibility: Public Relations, Department Heads, Director
Resources: RCLS Public Relations department, attendance head counts, surveys of program participants
Evaluation: Increase in participants; Survey of participants to determine how they became aware of program
- Action Step 2. CPL will further support an informed citizenry by enlightening the community on the points of the Library Bill of Rights, invoking CPL's embodiment of each right with interactive materials.
Responsibility: Public Relations, Department Heads, Director
Resources: American Library Association, RCLS
Evaluation: Production of materials and/or program(s); number of Rights reviewed each year; Survey learning that took place: e.g. exit tickets, show of hands, digital survey

Goal: CPL will host a biannual job fair, to include at least 4 local employers as well as the input of local government agencies, and with at least 10 job-seeking attendees.

- Action Step 1. Staff will contact local employers (e.g. St. Luke's-Cornwall Hospital) and the NYS unemployment office for guidance on job fair structure and key figures by December, 2023.
Responsibility: Director, Staff, Outreach Program Coordinator
Resources: Other libraries, NYS unemployment office in Newburgh
Evaluation: At least 4 participating local employers
- Action Step 2. CPL will schedule a spring 2024 job fair.
Responsibility: Director, Staff, Outreach Program Coordinator, Director

Resources: Internal resources (online calendar, staff communication)

Evaluation: Job fair scheduled (with option of “rain date” for emergency back up)

- Action Step 3. CPL will evaluate whether the job fair can be held biannually or more frequently.

Responsibility: Director, Staff, Outreach Program Coordinator

Resources: Attendance metrics, participant survey

Evaluation: Ratio of number of job-seeking attendees to number of staff labor hours should be at least 1:1, and ideally 2:1 or better

Adopted June 14, 2023