

Mamakating Library Long Range Plan
 Progress Assessment Tool

Increasing the Library’s Capacity for Resilience

Economic Soundness

Goal 1: The Finance Committee will prepare goals and strategic objectives for achieving an adequate fund balance, capital reserve, equipment reserve and operational budget, to be approved by the Board of Trustees.

- Objective: The Capital Reserve will grow while being available for unexpected and larger planned facility and property expenditures.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
Keep enough for repairs in a short term CD.	In Progress	Consult with Treasurer on this	2/27/24
Keep the balance in a high-yield savings account, to be transferred to the checking account as needed.	In Progress	We are working on this now with NYALF (anticipated completion: March 2024)	2/27/24
Increase the contribution to the capital reserve fund by at least the inflation rate each year.	In Progress	We opted not to increase last year, but will discuss again with Budget committee in 2024	2/27/24

- Objective: The library will maintain an equitable salary structure in accordance with the changing cost of living, the need for living wages and the raise in the minimum wage.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The Board of Trustees will approve annual rate increases based on the cost-of-living.	Y	The board increased staff salaries by at least 6% in 2024	1/1/2024
The Finance Committee will examine possible steps for pay raises based on longevity.		Will discuss with finance committee 2024	
The library will access Workforce Development funds for new staff training and internships when possible, in accordance with individual eligibility.	Y	Director has been in touch with director of WD. They are aware of our interest and will reach out when an opportunity is available.	1/1/2024

3. Objective: The Board of Trustees will consider how best to meet the changing needs of the community when developing a long-term financial strategy.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The Finance Committee will survey libraries of similar size in New York for budget, district population, medium income, tax levy and other factors.	On-going	To be discussed when finance committee is assigned for 2024	2/27/24
The Finance Committee will develop strategic financial plans for 5 and 10 years.	On-going	Same as above	2/27/24
The Finance Committee will meet bimonthly to review finances.	On-going	April-Dec with a break Jan-March	2/27/24

Environment Sustainability

Goal 1: The facility will contain sufficient workspace for the public at any one time, while being able to comfortably accommodate collections and staff needs. Building maintenance will take into account energy efficiency and carbon emissions.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The Building Committee along with the Sustainability Initiative Team will develop a plan to accommodate the spatial needs of library users, including an analysis of current use.	Y	The sustainability committee did not find it necessary to change our physical layout to meet the needs of library users at this time. We may re-evaluate after 2024 survey.	2/27/24
The Board of Trustees will adopt a policy concerning priorities in decision making for building repair and maintenance, providing guidance for situations when cost must be weighed against environmental sustainability.	Y	The sustainable purchasing policy was adopted in July of 2022	2/27/24

Goal 2: The installation and maintenance of landscaping features will take into account sustainability and varied property uses.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The Sustainability Initiative Team will develop a site plan to address	Y	The sustainability initiative was completed in Fall of 2023.	2/27/24

sustainability priorities, such as reduced water consumption and diversity of native plants and pollinators. The site plan will accommodate regular uses of the property such as for programs, recreation and quiet-area seating.		Water use was evaluated and was not a cause for concern. Native plants and pollinators have been planted in 2022 and 2023 and are cared for by local garden volunteers. The library space accommodates users for programs, quiet seating, and recreation on a regular basis.	
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Governance, Staffing, Membership, Communication

Goal 1: Board and library operations will be guided by reasonable, up-to-date and clearly-written policies. Trustees will keep abreast of laws and best practices for good library governance.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library director will present new policies as needed to the Board for review.	Y	The Board has a Policy & Bylaws committee that creates, reviews, & recommends policy adoption to the larger board. The committee meets regularly.	2/27/24
The Board will reconsider all policies that have reached five years of age.	Y	Policies are reviewed as they reach this age by director, who presents needed revisions to Policy/Bylaw committee for review before board consideration.	2/27/24
Trustees will meet at least the minimum standards required by law for continuing education (3 hours plus anti-harassment training per year).	Y	Law requires 2 hours + 1 hour SH training. All Board members have completed this requirement in 2022, 2023 since it became law.	1/1/2024

Goal 2: The library will maintain a level of staffing that allows for excellent service to the community and can be supported by the annual budget. Staff training will be ongoing for continual improvement of skills and understandings.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library will maintain at least present levels of staffing through 2026. a. one full-time director	Y	We currently exceed this, as the Library Assistant was moved to full time in 2023.	2/27/24

b. one full-time principal clerk c. one part-time library assistant d. two part-time clerks e. one substitute clerk f. two part-time library pages			
The Board will pass a budget by 2024 that allows the library assistant position to grow from part time to full time.	Y	This was done in 2023	2/27/24
Library staff will participate in annual trainings, appropriate to their position, to address community needs. Trainings will include technology, as required by the Department of Library Development. Library director will assign and review continuing education on an ongoing basis.	On-going	Director regularly assigns training based on the needs of the library and community and staff complete the training in person or online. Staff totaled over 100 hours of continuing education in 2023.	2/27/24

Goal 3: The library’s operations and governance will be transparent and available for public viewing in accordance with the public library standards of the Department of Library Development.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
Board meeting documents will be posted to the library’s website prior to regularly scheduled meetings.	On-going	Documents are posted to the library website at least 48 hours prior to meetings.	2/27/24
The library will present an annual report to the community that aligns with this long range plan.	On-going	Last year’s report is available on our website and in person at the library. The 2024 report is in progress and will be available in the late spring.	2/27/24
The library’s website will include the annual budget, current policies, the long-range plan, and the annual report to the community.	On-going	All of these items are present on our website.	2/27/24

Goal 4: The library will seek to grow its membership by 10% each year between 2022 and 2025.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
A mascot and tagline will be selected to help “brand” the		This has not begun yet.	2/27/24

library.			
Marketing and advocacy will be inherent in job descriptions for staff and trustees.	In Progress	Director plans to discuss with budget committee, the possibility of a page position with focus on marketing for 2025.	
Growth and promotion of off-site and online programs and services will attract new members.	On-going	We have found that patrons are not as interested in online programs as they once were, however, we have hosted a number of off-site programs and do plan to continue.	2/27/24
The library will partner with the Town and the Wurtsboro Board of Trade to be part of comprehensive efforts to draw visitors to the area.	On-going	The library and the FOL are members of the WBOT and participate in all events as such. The director plans to make bi-annual appearances at town board meetings to report on the library in 2024 and beyond. (beginning march 2024)	2/27/24

Increasing the Communities Capacity for Resilience

Social Equity

Goal 1: The library will provide programs that reflect its mission, the principles of library sustainability, the Library Bill of Rights, and the diverse needs of our community.

1. Objective: The library will plan programs and services in response to community needs and interests as reflected in the 2021 community survey, other surveys, suggestion forms, and program evaluations and as suggested in Goal 1.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library will offer at least two classes a year in the areas of science, technology, engineering and art for children, teens and adults.			
The library will offer at least two history programs a year, at least one on local history in conjunction with other local organizations.			

<p>The library will offer monthly programs about community services and life skills (formerly called the “Get It Done Series”) addressing financial management, career development, health and wellness, repairing things and more (see Objectives 2 and 3).</p>			
<p>A Children’s Program Advisory Committee will be formed to support the staff in planning and promoting children’s programs. The Committee will consist of at least one board member along with other interested members of the local community.</p> <ul style="list-style-type: none"> a. Monthly programs will be offered to address early childhood/family literacy. These may be carried out in partnership with EPIC (Every Person Influences Children) and other local organizations and experts and will take place both on- and off-site. b. The library will offer at least one program per year specifically designed for special-needs children and/or their parents. c. Free children’s books will be distributed to businesses and offices throughout the district, regularly or for special events or “pop-ups”. 			
<p>The library assistant will develop opportunities for teens to socialize and learn through programs in crafts, writing, science, hiking and leadership building.</p>			

<p>The library will provide opportunities for language learning.</p> <p>a. Offer workshops in use of free language-learning applications.</p> <p>b. Develop language learning discussion groups.</p> <p>c. Offer ESOL learning as a partner with Literacy Volunteers of Sullivan County.</p>			
<p>The library will provide recreational/educational opportunities for all ages that take advantage of the trail system in Mamakating, the Town's Environmental Education Center, and the indoor/outdoor library space for a variety of fitness classes.</p>			

2. Objective 2: The library will partner with local efforts and organizations to address food insecurity and nutrition.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
Partner with Cornell Cooperative Extension to offer programs on backyard food production.			
Continue distribution of locally grown food with Catskill Food Hub partnership.			
Continue distribution of free children's snack food from Food Bank of the Hudson Valley.			
Support the efforts of the Mamakating Farmers Market and the CCE Sullivan Fresh mobile farmers market.			

3. Objective 3: The library will offer services and resources to address economic insecurity.

Actions Required	Complete?	Summary/Notes	Date last
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			Evaluated
Maintain bulletin board dedicated to employment-related announcements			
Offer career skills training (resume writing, interviewing), as interest is indicated			
Promote free access to databases with career and job-search skill building.			
Offer workshops on money-saving tips e.g. couponing, alternative phone plans, benefit programs, energy providers			
Continue to host Repair Café			
Offer cybersecurity classes at least annually			

4. Objective 4: The library will provide services that contribute to community resilience.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library will promote voter registration and voting by sharing BOE and election information inside and outside of the library.			
Library programs and projects will provide opportunities for neighbors to meet each other in social and non-threatening situations.			
The library will celebrate ethnic diversity with speakers on travel and non-US topics/experiences. Heritage countries noted in the library survey and census data for the service area will be highlighted (Ukraine, Russia,			

Poland, Hungary, Italy, Germany, Latin-American, Caribbean).			
The Emergency and Disaster Plan will be amended to include procedure for keeping the library open, with use of generator if needed, during community-wide emergency and/or loss of power.			

Goal 2: Library users will have equitable access to online resources and services via the library’s digital network.

- Objective 1: The library will be equipped with technology (PCs and mobile devices) to satisfy the needs of library users.
- Objective 2: The library will offer sufficient network capacity to provide high speed access to the Internet via both wired and wireless devices for all users.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library will replace the five teaching laptops by the end of 2024, for greater processing speed and capacity.			
The library will purchase VR goggle set with educational software for public use.			
The library will consider Spectrum’s fiber optic at 100 mbps download speed to replace current Frontier service.			

Goal 3: The library will offer technology-related educational opportunities based on demonstrated need and observed trends.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
Increase the number of technology classes offered to a minimum of one every other month on topics that include device use, 3D design, photo editing/organization, intermediate-level computer use,			

security/privacy, coding, library apps and information literacy in accordance with the 2021 survey results.			
A volunteer or paid staff member will be available to assist patrons with their technology devices.			
A bi-annual technology survey will be used to assess the need for additional technology classes.			

Goal 4: The library's programs and services will be accessible for all with a diversity of programming and service modes.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
Provide in-person on-site programs, indoors and outdoors to accommodate health concerns of indoor programs and weather vagaries of outdoor programs			
Provide asynchronous online programs that allow individuals to access content 24/7			
Provide in person off-site programs to reach interested individuals who may not attend programs scheduled at the library			
Provide live in-person programs that utilize synchronous social media platforms for online viewing			
Continue to offer Library-By-Mail for those who are not able to come to the library and do not use e-books.			

Environmental Sustainability

Goal 1: Library operations will take into consideration community environmental interests and concerns.

- Objective 1: In-house and off-site programming and services will address interests and issues related to natural resources and climate.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library will address topics related to climate and energy with workshops and presentations.			
The library will provide opportunities for outdoor recreation and education for all age groups.			
The library will promote and model sustainability practices, as addressed in the Library Sustainability certification benchmarks.			
The library will develop and support a cadre of garden volunteers.			
The library will offer recycling opportunities not available by the county.			

- Objective 2: Collections, collaborations, communications will address interests and issues related to natural resources and climate.

Actions Required	Complete?	Summary/Notes	Date last Evaluated
The library's collections will address current community environmental concerns.			
Exhibits/displays will address current community environmental concerns.			
The library will partner with MEEC and BKAA for environmental education programs.			