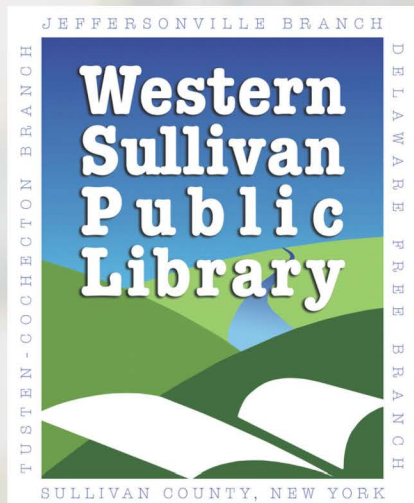


Western Sullivan Public Library Long Range Strategic Plan 2026-2030



Introduction

The 2026-2030 Long Range Strategic Plan sets forth the library's goals and implementation plans, and will serve as a guide to help us best serve our school district and beyond for the next five years. A Strategic Planning Committee formed in April 2024 and was tasked with developing goals for the library's next five years that align with our mission. The new plan builds on the accomplishments of the library's previous strategic plan and the needs of our communities.

Strategic Planning Committee

The planning process was initiated by the Western Sullivan Public Library Board of Trustees and the Library Director. The committee consisted of trustees and staff. The committee developed and distributed a Community Needs Survey (see *Appendix A*), both online and in print, during the spring and summer of 2025. The respondents, totaling 201, ranged in age from under 11 years old to 80 year old and over. Both survey results (see *Appendix B*) and progress reports from the 2021-2025 plan were evaluated to develop the goals included in this plan. Many thanks to the committee members for their time and input.



Board of Trustees

Kevin McDonough, President
Susan Bodenstein, Vice President
Francis Cape, Secretary
Pam Reinhardt, Financial Officer
Phyllis Haynes
Rebecca Kent
Linda Pomes
Michelle Schroeder
Barbara Winfield

Strategic Planning Committee Members

Chantal Alexy
Dale Blagrove
Audra Everett
Rebecca Kent
Heather Levine
Kevin McDonough
Laura Moran
Alexa Simonelli
Callison Stratton
Madeleine Wootan

Vision

The library welcomes patrons from every corner of our rural communities at every stage of their lives.

Mission Statement

The WSPL shall provide our communities with welcoming centers of information and discovery by providing our patrons with tools for lifelong learning, creativity, and enrichment.

Values

The library embraces the American Library Association Core Values of open access and intellectual freedom.



Western Sullivan Public Library Goals



Goal 1

Increase registration of Sullivan West Central School District residents.

Objective 1: Design awareness campaigns to engage organizations and community spaces.

Action Plan:

1. Ask the community stakeholders what services would directly enhance their mission and strategize how to support each other.
2. Find new ways to reach out to our community in addition to the current marketing methods (i.e.: social media, newsletters, surveys).
3. Use this feedback from organizations and community spaces to design our awareness campaigns.



Objective 2: Increase public outreach to non-patrons.

Action Plan:

1. Compare the demographics of the entire WSPL district to that of the existing membership.
2. Market to the residents in our service area who are not members.
3. Promote the library in all of the towns we serve in the Sullivan West Central School District, with the simple option to sign up for a card online.



Objective 3: Provide incentives for registration.

Action Plan:

1. Restructure the incentive program.
2. Create new incentives.

Goal 2

Increase awareness of resources and services.

Objective 1: Increase feedback from patrons and potential patrons on resources and services.

Action Plan:

1. Continue to track collection requests and fulfillment of requests.
2. Record and share requests for suggested resources and services with the Managers and Director.

Objective 2: Create innovative ways to collect feedback.

Action Plan:

1. Design short surveys that will provide immediate feedback.
2. Create scripts to communicate resources and services.

Objective 3: Strategic partnering with local institutions, organizations, and businesses.



Action Plan:

1. Create a way to assess shared values with new partnerships. Strengthen existing partnerships by creating more opportunities for interaction.
2. Refer to Sullivan County's existing resources and lists to explore new partnerships.
3. Reach out to new partners with a clear message of how the WSPL and organizations can benefit each other.



Goal 3

Increase awareness of library programs with community needs in mind.

Objective 1: Find new methods to reach the community.

Action Plan:

1. Ask the community: What are we not doing that you think we need to do? What new programs would bring you to the library?
2. Continuously ask people, "What is the best way to reach you?"

Objective 2: Expand outreach to local organizations and groups to raise awareness of programming offerings.

Action Plan:

1. Share flyers with neighboring libraries.
2. Make chambers and business associations aware of program offerings.

Objective 3: Create a designated position for overseeing outreach and marketing.

Action Plan:

1. Determine staffing changes and budgetary requirements to create an outreach and marketing position.



Goal 4

Continually assess technology and technology training for both staff and the public.

Objective 1: Evaluate accessibility of website, digital services, and collections.

Action Plan:

1. Work with vendors to ensure the library is compliant with Web Content Accessibility Guidelines (WCAG) 2.1 by April 2027 as required by the Americans with Disabilities Act.
2. Compiling a list of resources available for the staff to assist patrons.

Objective 2: Keep current with emerging technology and provide training opportunities for staff and patrons.

Action Plan:

1. Gain access to resources that will provide the Library Multimedia Technician with the tools and skills to keep up with the trends.
2. Encourage staff members to become Digital Navigators.
3. Develop new classes for the public based on community feedback.

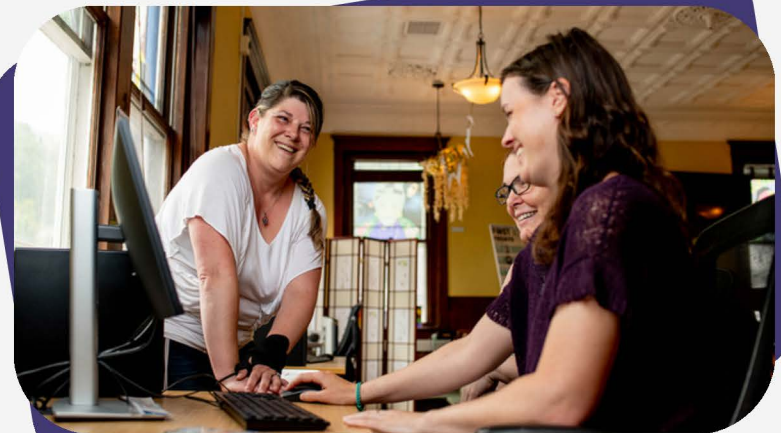


Photo credit: Jeanne Sager Photography

Goal 5

Manage buildings with an eye towards creating a welcoming and sustainable space

Objective 1: Assess multipurpose spaces.

Action Plan:

1. Evaluate layout to improve usage of space and increase engagement.
2. Track space usage requests from visitors to determine where there is a need.
3. Track how many programs had waiting lists due to space limitations at each branch.

Objective 2: Evaluate the use of physical spaces and assess to match collections with community needs in mind.

Action Plan:

1. Generate a report to adjust the collection to its circulation.
2. Compare the space designated for specific collections to the actual circulation of these collections. Adjust shelving to circulation needs.

Objective 3: Consider accessibility when modifying spaces and purchasing equipment/furniture.

Action Plan:

1. Track requests from patrons with disabilities.
2. Follow ADA Guidelines for renovation projects.



Goal 5 (cont.)

Manage buildings with an eye towards creating a welcoming and sustainable space

Objective 4: Explore ways to minimize the generation of waste at the branches.

Action Plan:

1. Go digitally as much as possible to minimize paper usage and waste including record keeping and publicity.
2. Conduct energy audits to determine areas of energy waste and remedy with the long-term operation of the buildings in mind.
3. Explore cost and feasibility of having backup power to keep the buildings open during community power outages to support but not replace similar municipal facilities.



Goal 6

Continue staff development and recognition.

Objective 1: Maintain emphasis on staff training and development.

Action Plan:

1. Assign specific training on an individual basis as needed to focus on specific areas of performance as identified in annual evaluations and observed on the job.

Objective 2: Expand best practices for existing and future employees.

Action Plan:

1. Annually review and update handbooks created for staff.
2. Annually review onboarding documents.

Objective 3: Find new ways to highlight staff contributions.

Action Plan:

1. Ask patrons for testimonials.
2. Develop a recognition program to highlight staff's continuing education efforts.



Appendix A: Community Needs Survey page 1



First, tell us what best describes you
Circle all that apply you

I have a WSPL library card

I use the library in person

I use the library's online services
(Libby, Kanopy, Mango, Consumer Reports, etc.)

I do NOT have a library card



Sign up for a card here!

My library branch is:

Circle all that apply

NARROWSBURG

CALLICOON

JEFFERSONVILLE



Share your input with us!

Complete the survey online at www.WSPLonline.org or return a copy to one of our branches in Callicoon, Jeffersonville or Narrowsburg **by July 31, 2025**. Include your name and email on the back to be entered into a drawing for a gift certificate to a local business.

Appendix A: Community Needs Survey page 2

Do you regularly visit our public library?

YES or NO

If NO, why?

☐ transportation issues ☐ prefer online resources

☐ library hours ☐ accessibility

☐ negative experience at a library ☐ language

other/explain: _____

Rate the following services

Circle all branches that apply.
C=Callicoon J=Jeffersonville N=Narrowsburg

	Branch	Excellent	Good	Fair	Poor	N/A
Customer Service	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Printing/Copying/Faxing	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer Availability	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quiet Spaces	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requesting items	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checking out items	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library space	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate the following collections

Circle all branches that apply.
C=Callicoon J=Jeffersonville N=Narrowsburg

	Branch	Excellent	Good	Fair	Poor	N/A
Adult Fiction	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult Non-Fiction	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young Adult Books	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Audiobooks	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DVDs	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Magazines	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspapers	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children's Books	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children's DVDs	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	C J N	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WHAT DO YOU VALUE MOST ABOUT THE LIBRARY?

Where do you learn about upcoming books, films, TV series, and community events?

Appendix A: Community Needs Survey page 3

Library Online Services

	Easy to use	Difficult to use	Do not know about	N/A
Online Catalog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCLS Go App	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kanopy Film Streaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libby for ebooks & more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Calendar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online Resources (Consumer Reports, Mango, JobsNow, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Can you think of any resources, offerings or programs that the library currently does NOT offer that you'd like to see?

Where did you pick up or hear about this survey?

Library Programs

	Excellent	Good	Fair	Poor	N/A
Children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain _____					
Teen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain _____					
Adult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain _____					
Computer Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain _____					

What types of programs are you most interested in?

What time is best for you to attend programs?

Do you regularly participate in library programs?

YES or NO If no, why?

Which do you prefer? Circle one:

In-Person programs Virtual Programs
Both

Appendix A: Community Needs Survey page 4

What role does (or should) the library fulfill in your community?

How do you want to hear about programs, updates, and library news?

Circle all that apply

Library Website

Library Staff

Social Media

Flyers

Local Newspapers

Weekly Emails

Library Newsletter

Radio

Does the library provide tools that you need for lifelong learning, creativity and enrichment?

YES or NO

Tell us more:

DATE	Which are you?	
	Please circle one	
Under 11	30 to 39	60 to 69
12-17	40 to 49	70 to 79
18-29	50 to 59	80+

Do you live in the Sullivan West School District?

If no, where do you reside?

YES

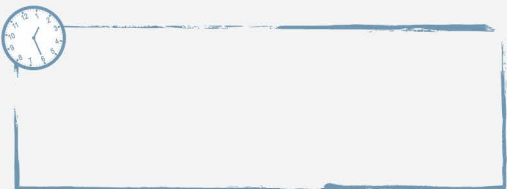
NO

Do your friends and family use the library?

YES

NO

Share the best times for you to use the library (include specific hours and branch):



Thank you for sharing your input! Provide your name and email address to be entered into a drawing for a gift certificate to a local business:

Send me an email to subscribe to our library newsletter and weekly emails.

☐

Check here

Appendix B: Community Needs Survey Results

SURVEY RESULTS



Survey Distribution

The Community Assessment Survey was distributed mid-May through July 31, 2025 at the library branches, local banks, post offices, and bulletin boards around the communities. A digital version was posted on the website, shared on social media, and included in the library's newsletters and weekly emails. The survey was promoted on local radio stations.

Responses

81 surveys were completed online.

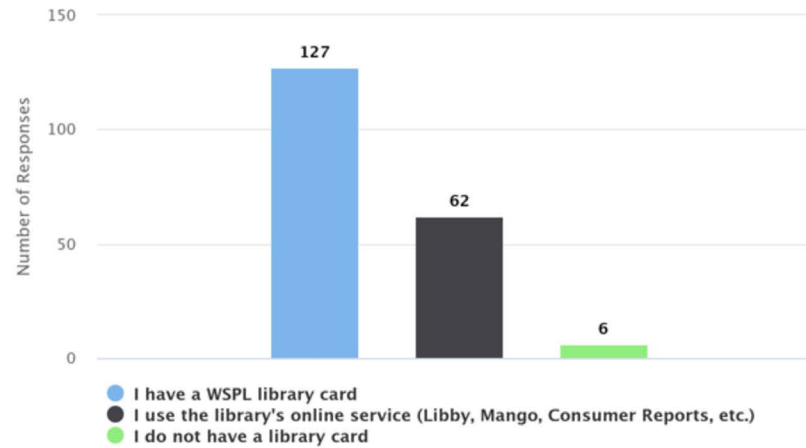
The Callicoon and Jeffersonville Branches collected 49 paper surveys each.

The Narrowsburg collected 22 paper surveys.

Total surveys completed = 201

109 respondents entered to win the gift card to a local business.

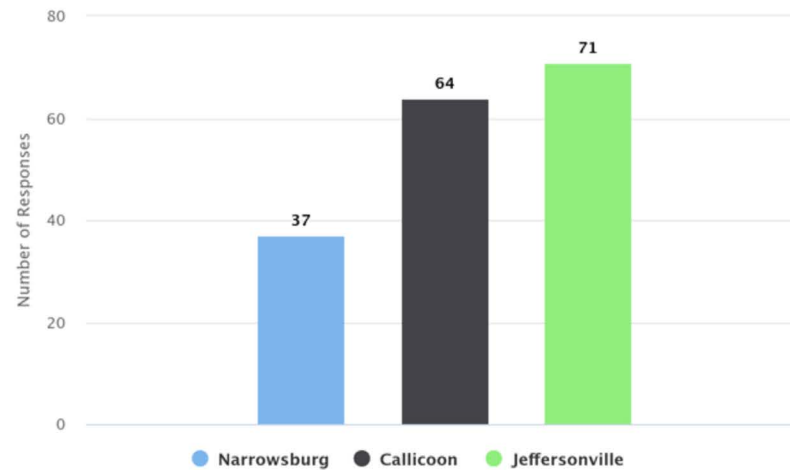
First, tell us what best describes you (check all that apply):



Response	Number of Submissions	% of Overall Submissions
I have a WSPL library card	127	94.78%
I use the library's online service (Libby, Mango, Consumer Reports, etc.)	62	46.27%
I do not have a library card	6	4.48%
Total	134	100.00%

Total responses: 134

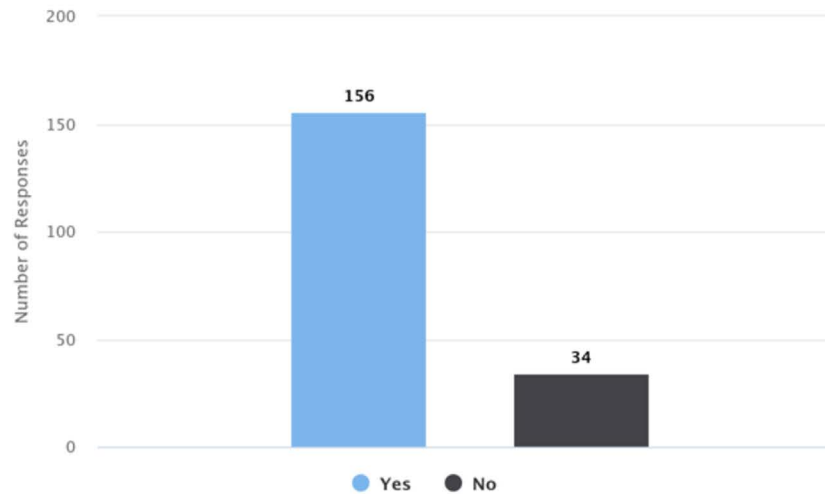
My library branch is (check all that apply):



Response	Number of Submissions	% of Overall Submissions
Narrowsburg	37	26.24%
Callicoon	64	45.39%
Jeffersonville	71	50.35%
Total	141	100.00%

Total responses: 141

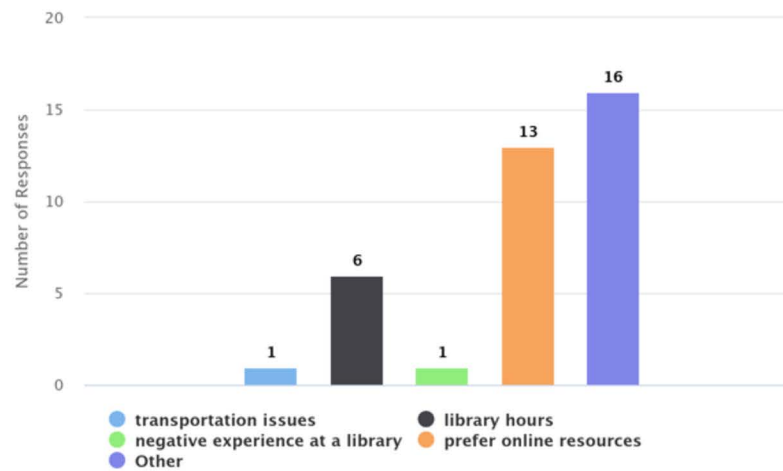
Do you regularly visit our public library?



Response	Number of Submissions	% of Overall Submissions
Yes	156	82.11%
No	34	17.89%
Total	190	100.00%

Total responses: 190

If no, why? Check all that apply:



Response	Number of Submissions	% of Overall Submissions
transportation issues	1	3.13%
library hours	6	18.75%
negative experience at a library	1	3.13%
prefer online resources	13	40.63%
Other	16	50.00%
Total	32	100.00%

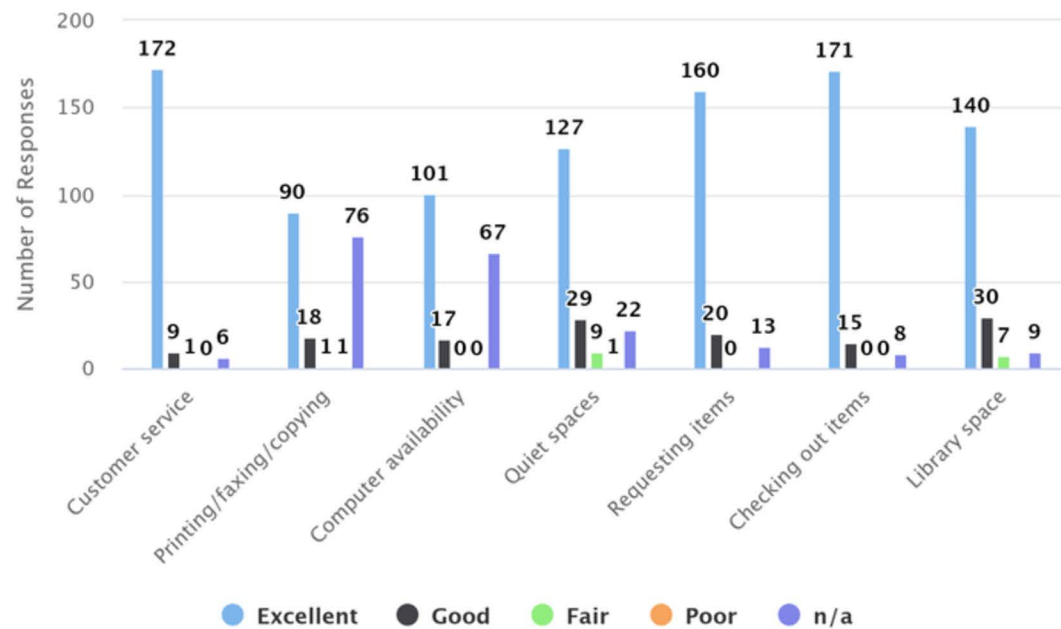
Total responses: 32

“Other” responses to why you do not visit the library regularly:

- Just joined
- I come upstate occasionally
- Use the library 5 months out of the year
- Only use in summer
- My work hours
- Too busy (4 people indicated this)
- No need
- Health issues
- I drop in occasionally as needed but buy my books because it takes me a while to get through them.



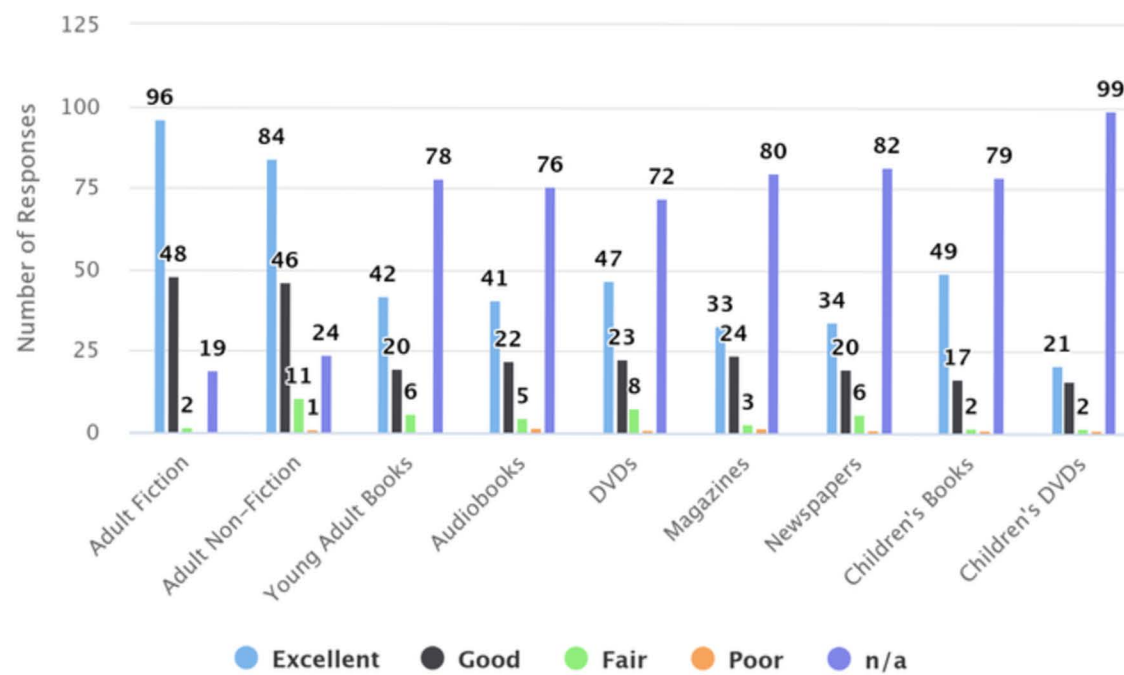
Rate the following services:



	Excellent	Good	Fair	Poor	n/a
Customer service	172	9	1	0	6
Printing/faxing/copying	90	18	1	1	76
Computer availability	101	17	0	0	67
Quiet spaces	127	29	9	1	22
Requesting items	160	20	0	0	13
Checking out items	171	15	0	0	8
Library space	140	30	7	0	9

Total responses: 196

Rate the following collections:



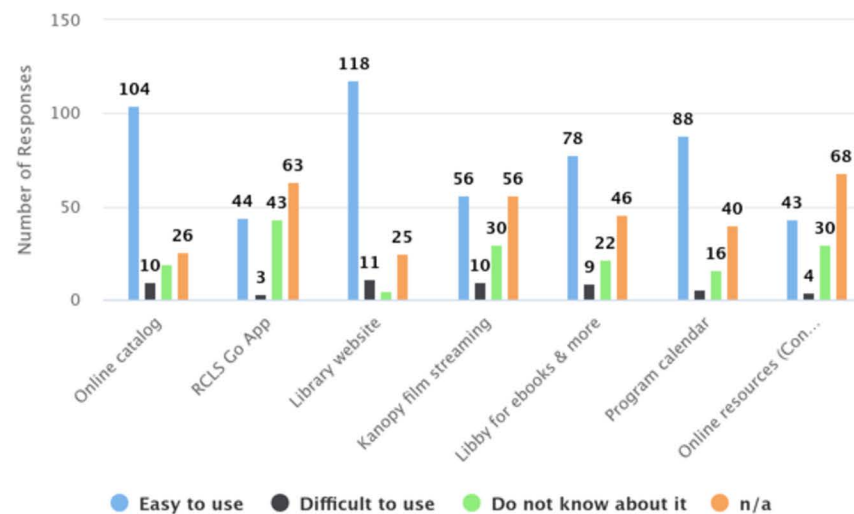
	Excellent	Good	Fair	Poor	n/a
Adult Fiction	96	48	2	0	19
Adult Non-Fiction	84	46	11	1	24
Young Adult Books	42	20	6	0	78
Audiobooks	41	22	5	2	76
DVDs	47	23	8	1	72
Magazines	33	24	3	2	80
Newspapers	34	20	6	1	82
Children's Books	49	17	2	1	79
Children's DVDs	21	16	2	1	99

Total responses: 179

What do you value most about the library?

Staff - 53
 Books - 49
 Welcoming Space/Library Space/The Vibe - 29
 Programs - 29
 ILL/RCLS - 24
 Service - 17
 Information/Knowledge/Resources - 15
 Audiobooks/DVDs/Magazines - 14
 Libby - 9
 Computer/Internet/WiFi - 7
 Location - 7
 Children's Area - 6
 Everything - 6
 Hours - 5
 Copy/Fax/Printing - 5
 Community Outreach/Connections - 4
 Parking/Accessibility - 4
 Book Sales - 3
 Databases/Online Catalog - 3
 Displays - 2
 Local History - 1

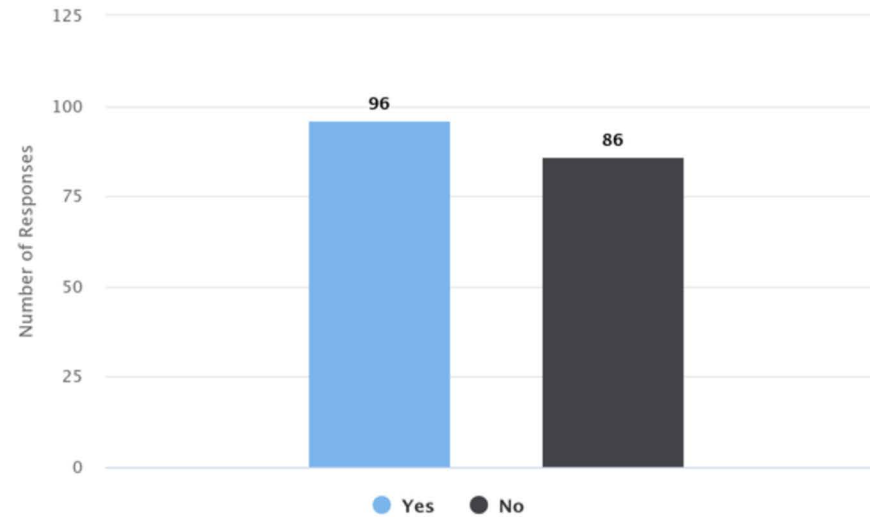
Library Online Services



	Easy to use	Difficult to use	Do not know about it	n/a
Online catalog	104	10	19	26
RCLS Go App	44	3	43	63
Library website	118	11	5	25
Kanopy film streaming	56	10	30	56
Libby for ebooks & more	78	9	22	46
Program calendar	88	6	16	40
Online resources (Consumer Reports, Mango, JobsNow, etc.)	43	4	30	68

Total responses: 169

Do you participate in library programs?



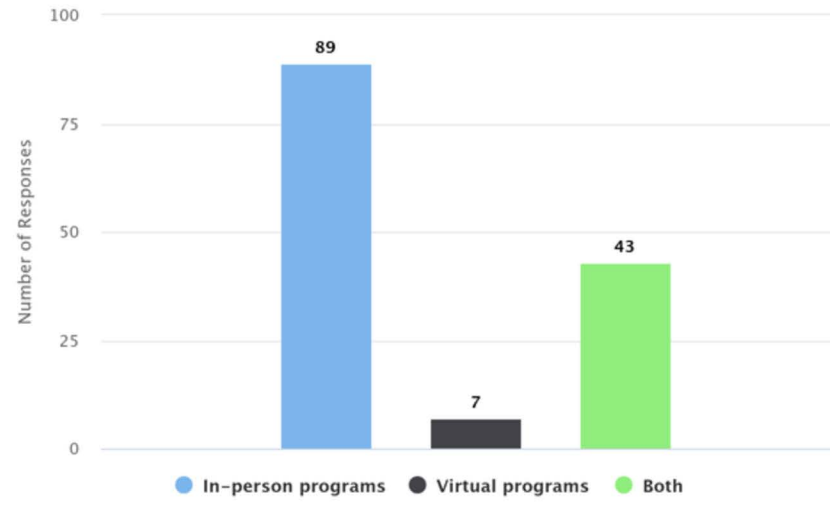
Response	Number of Submissions	% of Overall Submissions
Yes	96	52.75%
No	86	47.25%
Total	182	100.00%

Total responses: 182

Why do you not regularly participate in library programs?

Too Busy/Shortage of Time - 20
 Work gets in the way/Work schedule - 12
 Don't know about/Not known/Forget - 9
 No interest/No topics of interest - 7
 Timing - 5
 Weekend visitors/Vacationers - 4
 Prefer to be at home - 2
 Not sure - 2
 Disability/Too deaf - 2
 Transportation - 1
 New to library - 1

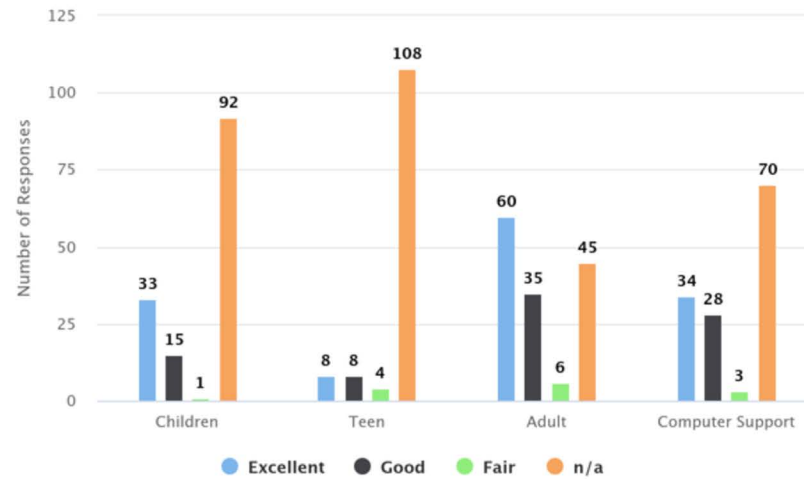
For library programs, which do you prefer?



Response	Number of Submissions	% of Overall Submissions
In-person programs	89	64.03%
Virtual programs	7	5.04%
Both	43	30.94%
Total	139	100.00%

Total responses: 139

Library Programs



	Excellent	Good	Fair	n/a
Children	33	15	1	92
Teen	8	8	4	108
Adult	60	35	6	45
Computer Support	34	28	3	70

Total responses: 160

What time is best for you to attend programs?

Mornings - 10
Afternoons - 25
Late afternoons - 7
Daytime - 12
Early evenings - 18
Evenings - 38
Anytime - 15
Saturdays/Weekends - 25
Weekdays - 5
None - 2

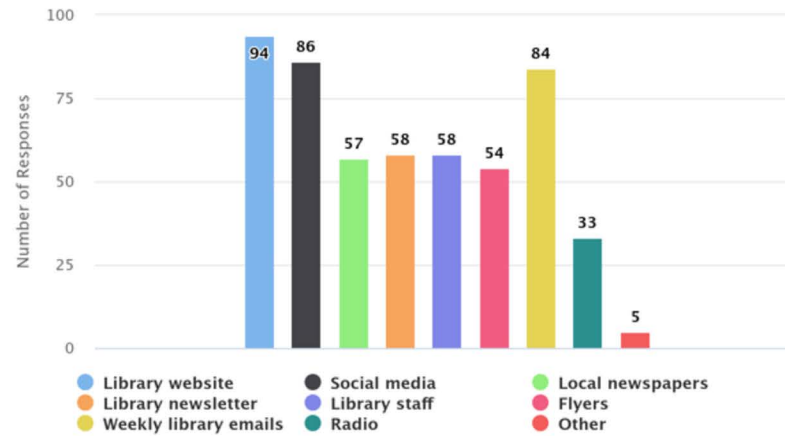
What types of programs are you most interested in?

Crafts - 33
Local History - 19
Book Clubs - 14
Gardening - 9
Kids Programs - 11
Nature - 6
Community Service/Community Building - 5
Educational - 4
Writing - 4
Tech - 4
Science/Space - 3
Cooking/Food - 3
Genealogy - 3

Suggested by fewer than three people:

Web design, Website management, Digital Photo library management, poetry, Bios of famous people, DEI, Wellness workshops, author talks, hobbies, trips, analytical history, new books, literature, adventure authors, social media, local activities, earning opportunities, small businesses, Adult/senior game groups, storytime on weekends, more movie nights, antiques, farming, calligraphy, Fiber arts, AI, Cultural, environment, tween game groups, tea making at other branches, music presentations, presentation on political issues/current news events, more variety, satisfied with existing.

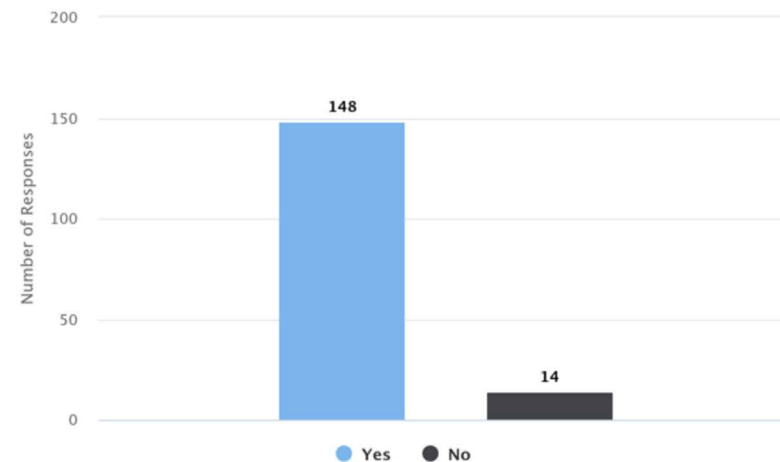
How do you want to hear about programs, updates, and library news?



Response	Number of Submissions	% of Overall Submissions
Library website	94	55.29%
Social media	86	50.59%
Local newspapers	57	33.53%
Library newsletter	58	34.12%
Library staff	58	34.12%
Flyers	54	31.76%
Weekly library emails	84	49.41%
Radio	33	19.41%
Other	5	2.94%
Total	170	100.00%

Total responses: 170

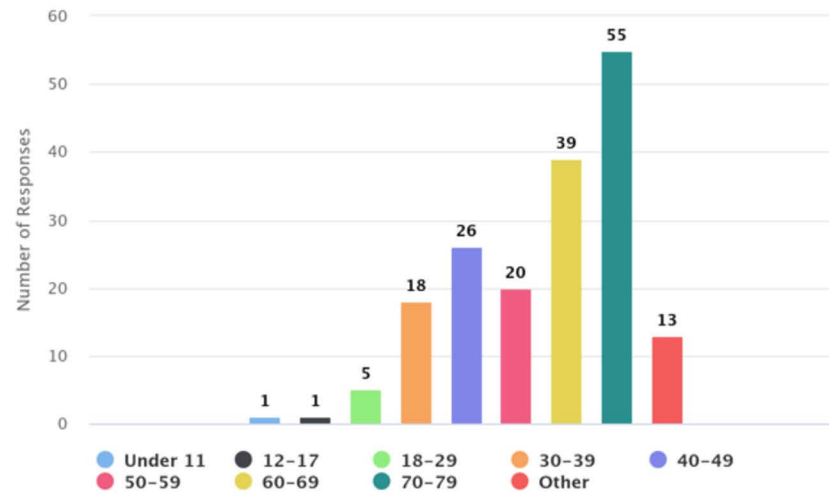
Do your friends and family use the library?



Response	Number of Submissions	% of Overall Submissions
Yes	148	91.36%
No	14	8.64%
Total	162	100.00%

Total responses: 162

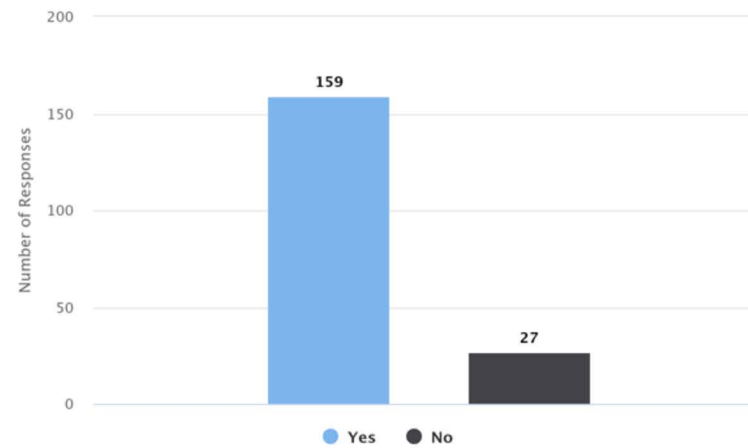
Which are you?



Response	Number of Submissions	% of Overall Submissions
Under 11	1	0.56%
12-17	1	0.56%
18-29	5	2.81%
30-39	18	10.11%
40-49	26	14.61%
50-59	20	11.24%
60-69	39	21.91%
70-79	55	30.90%
Other	13	7.30%
Total	178	100.00%

Total responses: 178

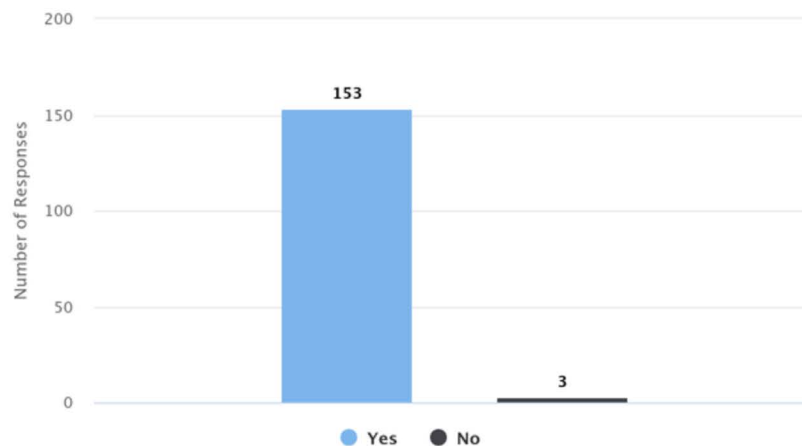
Do you live in the Sullivan West School District?



Response	Number of Submissions	% of Overall Submissions
Yes	159	85.48%
No	27	14.52%
Total	186	100.00%

Total responses: 186

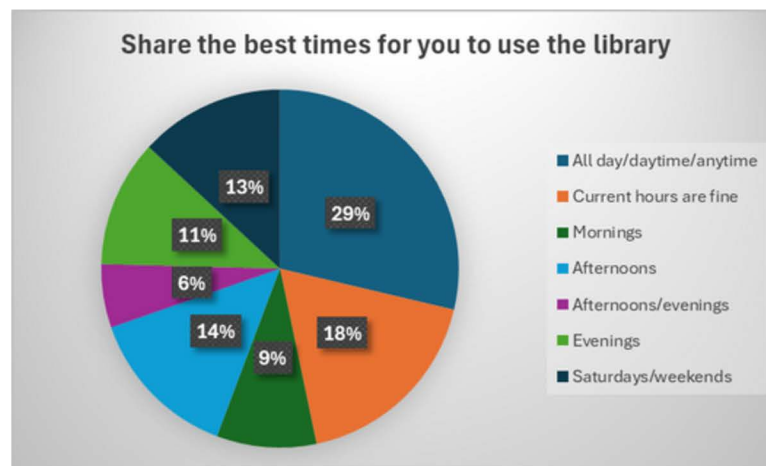
Does your library provide tools that you need for lifelong learning, creativity, and enrichment?



Response	Number of Submissions	% of Overall Submissions
Yes	153	98.08%
No	3	1.92%
Total	156	100.00%

Total responses: 156

Share the best times for you to use the library (include specific hours and branch):



All day/daytime/anytime - 35
 Current hours are fine - 22
 Mornings - 11
 Afternoons - 17
 Afternoons/evenings - 7
 Evenings - 14
 Saturdays/weekends - 16