

Long-Range Plan For Cortland Free Library - 2016

The purpose of the Long-Range Plan (LRP) is to guide the development and actions of the library over the next 5-10 years and to meet minimum New York State standards for libraries. The proposal was developed by an LRP Committee comprised of citizens and Board Members: Adam Megivern, Diane Ames, Jacie Spoon, Lois Meyer, Randi Storch, Steven Schaap and Nick Esposito. The plan was adopted unanimously by the Board of Trustees on September 21, 2016.

The LRP was reviewed and updated between December 2018 - January 2019 by Committee members: Nick Esposito, Diane Ames, Tammy Sickmon, Lois Meyer, Randi Storch, John Hoeschele, Steven Schaap and Vivian Bosch. The updated plan was adopted unanimously by the Board of Trustees on February 13, 2019.

A. Rationale for Long Range Plan:

- I. To guide the development of all aspects of the library over the next 5-10 years.
- II. To meet minimum State standards to retain our charter.

B. Motto: Further develop the motto "Check it out...at the Library"

C. **Mission Statement:** *"The Cortland Free Library strives to provide information in a variety of formats to the people of the Cortland area and the patrons of the Finger Lakes Library System. It strives to make available library materials and programs to educate, inspire, enrich, entertain and inform. It strives to promote the tools, skills and techniques for literacy development, language skill acquisition, lifelong learning, recreation and research."*

D.	Building and Grounds:	Priority	Status
I.	Provide safe environment for patrons and staff. <ul style="list-style-type: none"> • Full screens on windows for safety purposes. • Repair windows in and out. Explore grants. • Alleviate hot baseboard radiator problem in Youth Services . 	1 1 1	In Progress In Progress No Progress
II.	Review all available space in the building and reconfigure as necessary for programming, meetings, viewing (DVDs, etc.), and storage. <ul style="list-style-type: none"> • Repair and clean Basement rooms (front, middle) where needed so they can be used for organized storage. Clean and paint walls and lower ceiling. • Provide a clean space in basement with appropriate shelving and clear plastic bins for storage of Youth Services crafts and supplies. • Create a MakerSpace. 	1 1 1	In Progress In Progress No Progress
III.	Provide a more comfortable, welcoming and engaging environment. <ul style="list-style-type: none"> • Provide 'bookstore-like' environment rather than 'classroom' feel. • Consider use of library as a 'third space.' Replace benches with comfortable furniture in art gallery. • Further develop Teen area to be more appealing to teens with more comfortable seating. 	1 2 1	In Progress In Progress In Progress
IV.	Repair Art Gallery ceiling and walls.	1	In Progress
V.	Improve environmental control for preservation of materials, comfort of patrons and working conditions of staff.	1	In Progress
VI.	Provide handicapped access to art gallery and mezzanine.	1	In Progress

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E.	Community Relations:	Priority	Status
I.	Develop better, more formal flow of information from community to library and vice versa. <ul style="list-style-type: none"> Continue developing community relations committee. Continue developing coordination with community programs and organizations such as Cortland Downtown Partnership (CDP), First Friday, Historical Society?, etc. Explore membership in Chamber of Commerce. Develop and maintain a community calendar, i.e., events at YW, Historical Society, CDP, etc. 	1 1 2	In Progress In Progress In Progress
II.	Improve Marketing of Library <ul style="list-style-type: none"> Target an employee (or hire one) that can head up a marketing committee, draw up a full plan and execute. Further develop the Library Board marketing committee. 	1 1	In Progress In Progress
III.	Advocate, explore and participate in community public access wi-fi as it becomes available.	2	No Progress
IV	Actively support economic and community development through distribution of pertinent information, classes, seminars, etc., especially for small businesses. Talk to community development leaders about needs of the community.	1	No Progress

Dolly Parton Imagination Library was approved as a library program with the proviso that it be self-sustaining. DPIL is currently in year 4 (2019). By 2021 the program is projected to have more than 800 children enrolled with a cost of about \$25,000 per year.

F.	DPIL	Priority	Status
I.	Further develop Cortland Free Library programming using DPIL books.	1	In Progress
II.	Maintain the relationship with CACTC's county-wide literacy efforts.	2	In Progress
III.	Develop/Implement plan to sustain DPIL funding <ul style="list-style-type: none"> Seek sponsorship for DPIL from corporations, organizations (such as PTOs), and other community groups. Formulate a plan for future fund raising: writing/ mailing appeal letters to secure donations. 	2 1	No Progress No Progress

G.	Executive Committee:	Priority	Status
I	Review all Board policies and revise as needed.	1	In Progress
II	Add new policies as needed.	1	In Progress

H.	Finance and Investment:	Priority	Status
I.	Reduce Expenses <ul style="list-style-type: none"> Investigate options to reduce investment costs. Research and use 'best' practices to reduce all costs. 	1 1	No Progress In Progress
II.	Increase Revenue <ul style="list-style-type: none"> Locate additional sources of revenue. Encourage planned giving. Establish a Library Board Development Committee. 	1 1	No Progress In Progress
III.	Create a sustainability plan for finances as well as other functions.	1	No Progress

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I.	Grants:	Priority	Status
I.	Actively seek grants for program expenses, capital construction, etc.	1	In Progress

- J. **Personnel:** The Library strives to be a socially responsible employer with a safe, desirable and hospitable work environment, with competitive wages, salaries and benefits relative to the local economy while staying within the library's resources, and with opportunities for training and advancement. Because the Library Director has primary responsibility for all decisions about managing staff (within Board policies, procedures and budget) as per NYS law, the Library Director rather than the Board should take the lead in mapping a Long Range Plan regarding specific staff issues. (priority 1)

K.	Programs and Services:	Priority	Status
I.	Increase budget for library programming.	1	In Progress
II.	Become leader in exchange of digital information <ul style="list-style-type: none"> • Develop processes to become leader in exchange of digital information, especially local digital information. Investigate, report on, and plan for the creation of a library archive for local curation of digital information. • Provide time and funding for additional staff training on using digital media. 	1	No Progress
		1	No Progress
III.	Develop programs that appeal to wide range of community, especially 20-35 year old age group.	1	In Progress
IV.	Provide more instruction in computers, popular software, databases, etc.	1	No Progress
V.	Develop partnerships within the community to create new programs sponsored by the library (e.g, 'Lunch@theLibrary'); investigate and report on partnerships with YWCA and YMCA, Historical Society, and other community programs.	1	In Progress
VI.	Explore self-check station for patrons.	3	No Progress

L.	Adult Literacy:	Priority	Status
I.	Establish within-library programs geared toward adult education.	1	No Progress
II.	Maintain 'outreach' programs.	1	In Progress
III.	Meet with other libraries and organizations to trade program ideas and practices and nurture supportive relationships.	1	In Progress

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M.	Youth Services:	Priority	Status
I.	Lead in the community on Early Literacy by publicizing the issue, contacting community organizations, and by having Early Literacy spaces and information for caregivers about this topic.	1	In Progress
II.	Hire a Young Adult Librarian, as soon as finances permit, who would further expand services for teens through outreaches, and more extensive programming such as development of maker spaces, crafts, and games such as Dungeons and Dragons. <ul style="list-style-type: none"> • In the interim, attract volunteers (from SUNY Cortland, Recreation Dept. and elsewhere) who could begin implementing such new programming. 	1	No Progress In Progress
III.	Further develop afterschool programming for children and teens.	1	In Progress
IV.	Initiate book clubs in school (Lunch Bunch) and here at the library.	1	No Progress
V.	Continue Arts & Literature series for children.	1	In Progress
VI.	Schedule more authors and presenters, especially local authors and Early Literacy Spokespersons, who will focus on caregiver programs.	1	In Progress
VII.	Collaborate with schools and S.U.N.Y. Cortland	1	In Progress

N.	Emergency Preparedness:	Priority	Status
I	Develop a Business Continuity Plan <ul style="list-style-type: none"> • Develop a flood emergency plan. • Develop a power outage plan. • Develop a computer failure plan. • Develop plans for other emergencies, e.g., extreme cold, snow. 	1 1 1 1	In Progress No Progress In Progress In Progress

O.	Technology:	Priority	Status
I	Provide Internet services with faster speeds and greater bandwidth to accommodate anticipated need for digital services.	1	In Progress

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P. Potential Threats:

I. No growth budgets:

- a. Tax Funds: While the inflation rate for 2019 provided by the NYS Comptroller's Office is 2.25%, the allowable levy growth factor used in determining the amount of the library tax is limited by the NYS Tax Cap to a maximum of 2%. Therefore, inflation continues to exceed any increases in the library's tax funding.
- b. Endowment: The rate of return on the Library's endowment may perform below the rate of inflation and may fail to protect the purchasing power of the endowment funds over the next few years.
- c. Expenses: The library's expenses continue to grow principally because of personnel costs (mandated minimum wage increases, retirement, health insurance.)

The conclusion is that for some time into the foreseeable future, there will likely be no-growth or small-growth budgets.

II. Law suits re Association Libraries and library taxes: New York State Education Law Section 259(1)(a) allows association libraries to place a funding proposition on a school district ballot. This law has been challenged in court, however these challenges have been unsuccessful to date. Should such a suit ever be successful, the library would lose about 80% of its yearly revenue. Options to replace that lost revenue include:

- a. **Become a public library:** Cortland Free Library could ask to have its charter changed to become a public library (e.g., a school district library.) The library could then collect taxes again. However, there would be other consequences to our by-laws, endowment, grant applications, and construction projects.
- b. **Petition the City of Cortland, Cortlandville and Virgil and the county for money** to operate the library. However, ever-decreasing funding from the City of Cortland was one reason the library opted to switch to a direct library tax.

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APPENDIX

Appendix A: Original (2016) LRP goals that have been completed as of January 31, 2019

1. Mission statement reviewed and updated.
2. Buildings and Grounds:
 - a. Railings on windows where needed as safety barriers
 - b. Revise/develop a policy regarding donated art and artifacts including by not limited to repair, display and sale.
3. Community Relations – Develop Cortland Free Library Friends of the Library
4. Youth Services
 - a. Develop Early Literacy area with appropriate educational toys, books, manipulatives
 - b. Develop Parent/Teacher Collection area
 - c. Add matching cupboards behind youth desk or bins to hold supplies.

Appendix B: Original (2016) LRP goals that have been removed as of January 31, 2019

1. DPIL
 - a. Identify list of potential sponsors. Write letter/meet in person. [Reason for deletion: already covered under “Formulate a plan for future fund raising...”]
 - b.
 - c. Survey public to determine what CFL innovations and new CFL programs they would like regarding local programming associated with DPIL. [Reason for deletion: consensus that staff and not public surveys would be best to determine programs.]
 - d. Survey public to determine what overall future direction CFL programs associated with DPIL should take. . [Reason for deletion: consensus that staff and not public surveys would be best to determine programs.]
2. Youth Services
 - a. Initiate Minecraft Club. [Reason for deletion: Minecraft is no longer as popular.]
 - b. Make periodical room a Teen and Maker Space. [Reason for deletion: covered under broader goal to make Teen area more appealing.]
 - c. Make existing Teen Room into an area suitable for teen programs. [Reason for deletion: covered under broader goal to make Teen area more appealing.]
3. All sections – removed “Safety Issue” column. [Reason for deletion: All safety issues are now grouped under Buildings & Grounds: “Provide Safe Environment for Patrons and Staff” objective.]
4. All sections – removed “Little or No Expense” column. [Reason for deletion: inconsistency; identified the need to factor in cost of staff time which was beyond the scope of the LRP committee’s responsibility.]