

STRATEGIC PLAN FY 2022-2027



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The CVW Long Lake Public Library

STRATEGIC PLAN

Fiscal Year 2022-2027



1195 Main Street, PO Box 533
Long Lake, NY 12847

Submitted to the CVW Long Lake Public Library Board of Trustees

Approved by the CVW Long Lake Public Library Board of Trustees on *December 21, 2021*.

Current Board:

- Richard Paula, President (2026)
- Robert Dechene, Vice President (2023)
- Jules Comeau, Vice President For Finance (2022)
- Donna McBride, Secretary (2025)
- Pamela St. John (Appointed October 2021 to fill Edward Koch's vacancy, which would have expired June 2024). Appointment expires June 2022.

ACKNOWLEDGEMENTS

The development of the strategic plan took considerable time and the dedicated effort of many people. We would like to extend our sincere thanks to all those who helped make this plan a reality. The Library staff for their contribution in the process, who ultimately made this plan succeed by informing patrons at the circulation desk. The members of the Library Board of Trustees for their participation and support of the process. The community leaders who showcased information to the strategic plan on their community and social media outlets. Finally, we would like to thank the community. Without your participation, we would not have known what aspirations you foresee for the Library's connection within the community, and programs you would like us to showcase.

TABLE OF CONTENTS

Introduction	5
Mission	5
History of Library	6
Our Services	6-7
Community Partnerships	8
Support	8
Visitors	8
Governance	9
Library Hours	9
Staffing	9
Goals and Objectives	8
Methodology	10
Goals and Objectives	11
Community Demographic and Library Services	12-15
Community Survey	16-23
Appendix A	24
References	25

Introduction

The CVW Long Lake Public Library serves a community of approximately 379 permanent, year-round population in the Town of Long Lake. As the needs of the changing population continue to evolve, the Library strives to provide a diverse assortment of programs and services that add value to residents' lives.

Many of the Library's traditional offerings remain relevant and popular, like a physical collection of books, a diverse assortment of programs, and comfortable spaces to read, study, and work.

However, the expectations of a public library's role in the community have evolved and expanded to include serving as a community hub—a centrally located, safe, and welcoming gathering place in which residents can be both educated and entertained.

To proactively address the community's changing needs, the Library spent several months from 2020-2021 developing a plan that identifies how it will allocate its finite resources over the next five years and beyond.

"This is a beautiful library in a beautiful town. The Library is a real asset!"

Community Survey Comment-2021

Mission

"The mission of the CVW Long Lake Public Library is to support life-long learning and to help meet the day-to-day educational, informational, cultural, and recreational needs of the people in our service area by assembling and providing print, electronic, media, and other materials and encouraging use of the library and its collections, programs, and resources" (Mission Statement 2011).

"I value that the library serves as the intellectual hub for the community."

Community Survey Comment-2021

CVW Long Lake Public Library Profile

HISTORY OF THE LIBRARY

“The CVW Long Lake Library was established by the Town of Long Lake as a reading room in 1994 to provide library service to people living in the Town of Long Lake New York, and surrounding areas. It was incorporated on February 4th, 1997, by the Board of Regents of the University of the State of New York, on behalf of the Education Department, to operate a town public Library. Public vote in June 2011 created a school district public library and the library received its absolute charter on December 13, 2011 “ (Library History n.d.).

OUR SERVICES

Lending:

Books	Libby	Desktop (Stationary) Computers
Regular and Large Print	Ebooks, EAudiobooks	
CDs Audio	Wi-Fi Hotspot	Magazines (in-house use)
Movie DVDs		Newspapers (in-house use)

Collection:

Books, audiobooks and DVDs are added to the collection weekly. Space constraints require active removal of unused and outdated items.

Currently, in addition to books, the Library offers: museum passes for discounted rates to area museums, new DVDs, magazines, local newspapers, free high-speed internet, free wireless internet, borrowing privileges to Southern Adirondack Library Systems (SALS) as well as Mohawk Valley Library System (MVLS). Items are delivered to the Library by way of inter-library loan requests. Patrons, also, have access to free access to digital books (Libby), audiobooks and movies; printer/fax/scanning/copier; and an extensive research database.

Community Population (per 2020 Census) Year-Round and Seasonal Residents	597	Collection	11,508 Items
Registered Resident Borrowers:	747	Library Circulates	~15,677 items/year
Registered Non-Resident Borrowers	535		
Visitors/year	~17,174		

CVW Long Lake Public Library Profile

In-Facility Use:

- Current issues of magazines and newspapers , stationary desktop computers, free Wi-Fi

Meeting Space:

- The Community Room and Solarium are used for Library events, meetings of Town government/civic groups and bodies, and for gatherings by other social groups/agencies. There is no fee for use, but a reservation is recommended for the Community Room for group use.

Curbside Pickup:

- The Library provides curbside pickup-via access at the south entrance-to patrons unable to access the Library or provided permission for another to pickup requested items.

Parking:

- Parking is available on a side street off of School Street. A few paved, on-site parking is available west of the building and is shared with the Community Bank immediately north of the Library.
- A space may also be found in the lot behind the Library that is designated for student drop off. This is a shared space for the Long Lake Central School. There is additional parking available within the municipal parking lot, located off Main Street.

ADA Accommodation:

- There are two handicapped parking spaces; both are in the lot behind the Library off School Street.
- One of the two public entrances to the Library is ADA-accessible. The south entrance has a ramp and panic button.
- Restroom on first floor is wheelchair accessible

CVW Long Lake Public Library Profile

COMMUNITY PARTNERSHIPS

Community Garden Club	Hamilton County Soil & Water	Long Lake Central School District
Long Lake Wesleyan Church Food Pantry	Hamilton County Cornell Co-operative Extension	Town Of Newcomb
Long Lake Lion's Club	LL Farmer's Market	Town Government
Hamilton County Dept. of Public Health	Long Lake Department of Parks, Recreation & Tourism	Long Lake Association
Adirondack Lake Center for the Arts (ALCA)		

SUPPORT

- The Library is fortunate to have a strong volunteer group that support it, including:

The Friends of the CVW Long Lake Public Library: The Friends of the CVW Long Lake Public Library is a group of people with an interest in improving the Library building, programs, services, and collections. The Friends Group sponsor activities and provide services which benefit and stimulate interest in Library by:

Money raised by the Friends helps pay for many of the events at the CVW Long Lake Public Library.

- Children's programming in the libraries, including the Summer Reading Program, puppet shows, craft programs, and storytellers
- Teen programming and book clubs
- Adult programming including author talks, poetry readings, history lectures, and lunchtime concerts
- Farm 2 Library

VISITORS

While the town's population has decreased approximately 8% since 1990's (Draft - Town of Long Lake Comprehensive Plan Posted 10.8.20 2020), the Library's number of visitors maintained an average of 17174.4

Since 2015 (This sum data does exclude 2020 due to state-wide shutdown.). This may indicate the total number of people visiting the Library has maintained patrons and visitors frequency of visits (repeated visits) throughout the years. This establishes the Library as an unofficial welcome center for transient visitors and a place for social gathering for patrons.

GOVERNANCE

The Library is governed by a five member Board of Trustees who are elected by the voters of the Long Lake Central School District. The Trustees govern in accordance with a Charter issued by the Regents and Bylaws established by the Trustees. The Trustees employ a Library Manager as the Library's executive/professional employee and Treasurer as the custodian of the Library's funds. All other employees report to the Library Manager.

LIBRARY HOURS

The Board of Trustees establishes the service hours of the Library. The CVWLLPL is currently open the following days and hours:

Winter Schedule (Labor Day through May 31)

Monday	Closed
Tuesday	1pm – 7pm
Wednesday	9am – 1pm
Thursday	3pm – 7pm
Friday	9am – 5pm
Saturday	9am – 3pm
Sunday	Closed

Summer Schedule (June 1 through Labor Day)

Monday	11am – 4pm
Tuesday	11am – 7pm
Wednesday	9am – 1pm
Thursday	11am – 7pm
Friday	9am – 5pm
Saturday	9am – 3pm
Sunday	Closed

STAFFING

The Library Manager's position is 28 hours per week.

Two library assistants work a total of 34.5 hours per week from Labor Day through May 31 and 44.5 hours per week from June 1 through Labor Day.

One library aid works a total of 17.5 hours per week from Labor Day through May 31 and 24 hours per week from June 1 through Labor Day.

One library substitute works approximately ~3 work during summer and winter hours.

METHODOLOGY

The CVW Long Lake Public Library engaged in a strategic planning process beginning in FY 2020 with a review of the existing plan. The planning process was put on hold during the winter of 2020 as the Library was in the process of filling the Library Director/Manager position. The process continued once the new Library Manager was hired and completed her attendance to all 5(five) Strategic Planning training sessions provided by SALS (Southern Adirondack Library System). The sessions provided by SALS over the course of 4 months (January-April) and the topics discussed included:

A. Engaged Planning Introductory and SOAR

SOAR, which stands for “Strengths, Opportunities, Aspirations, and Results” was used as a primary strategic planning methodology. The SOAR methodology is the strategic application of Appreciative Inquiry promoting a positive, strengths-based, and stakeholder-focused approach to strategic planning.

Utilizing the SOAR methodology applies a basic understanding of appreciative inquiry and its positive approach, implementing the SOAR framework in the strategic planning process, and explored specific practices that support the SOAR framework. A flowchart to this process is provided in further detail within the Appendix.

- 1) Landscape Review and Asset Mapping
 - A. Town of Long Lake Comprehensive Plan
- 2) Community Resource Plan
- 4) Census Data and Public Knowledge
 - A. Community Survey (Anonymous)
- 5) Strategic Plan Template and Organizing Data
 - A. Draft
 - B. Final Report

The materials available from SALS provided helpful guidance. The community and library data were identified for an assessment of community need, for both library users and non-users. Information provided by the Town Of Long Lake Comprehensive Plan was pivotal in assessing the community need.

A community survey was drafted with staff/Board of Trustees input to assess community satisfaction with library service. The survey was distributed to patrons, non-patrons, staff, friends of the library and Board of Trustees. Hard copies was provided at the Long Lake Post Office and CVW Long Lake Public Library circulation desk. Access to the survey was provided online through the Library’s webpage and the Library’s Facebook page. Community support in accessing a broader demographic were provided Noelle Short (Principal, Long Lake Central School) and Alex Roalsvig. Noelle Short shared the hyperlink to the Long Lake Central School Facebook page and included the link within the school’s newsletter. Alex Roalsvig provided a platform to share information on the survey and the link on the Long Lake/Raquette Lake Facebook page. David Hughes, Town of Newcomb Advertising Assistant, provided information on the survey with the hyperlink provided on the Town of Newcomb’s webpage.

GOALS AND OBJECTIVES

The following goals and objectives were developed through thoughtful and careful analysis of the information gathered provide through the community survey as well as the objectives put forth in the long range plan of 2012.

The strategic framework has been crafted to provide the flexibility needed to adapt to the evolving needs of the CVW Long Lake Public Library community.

Goal One: Community

The library will strengthen its role as a vital community resource and partner.

- Objectives:*
1. Be a center for community services, information and resources.
 2. Build awareness of resources available through the library.
 3. Collaborate with community partners to improve access to services and resources.

Goal Two: Services

The library will continue to improve its services with a focus on being inclusive of all members of our community.

- Objectives:*
1. Create more drop-in activities for all ages, to bring people in at times that work for their schedules.
 2. Create opportunities for learning about and use of technology at the Library.
 3. Develop services and programming that inclusively meet the needs of the community.
 4. Develop and implement new ideas to make the library a more accessible, exciting, and safe destination for all.

Goal Three: Communication

The library will increase marketing and communications of its services and offerings.

- Objectives:*
1. Build capacity to expand the library's marketing and communication efforts.
 2. Identify new marketing strategies to increase visits, new users, and awareness of library services and offerings.
 3. Explore activities for Friends development and engagement

Goal Four: Capacities

The library will work to increase available resources and capacities to best meet the library's mission and the goals of this plan.

- Objectives:*
1. Identify staff capacities, positions, and development necessary to best serve the community and meet the vision of this plan.
 2. Work with the Town to empower the library within the library board's authority to allocate library funds.
 3. Enhance partnerships with the Friends of the Library, Long Lake Central School District, Town of Long Lake, Town of Newcomb, and Long Lake Association.

Goals and Objectives

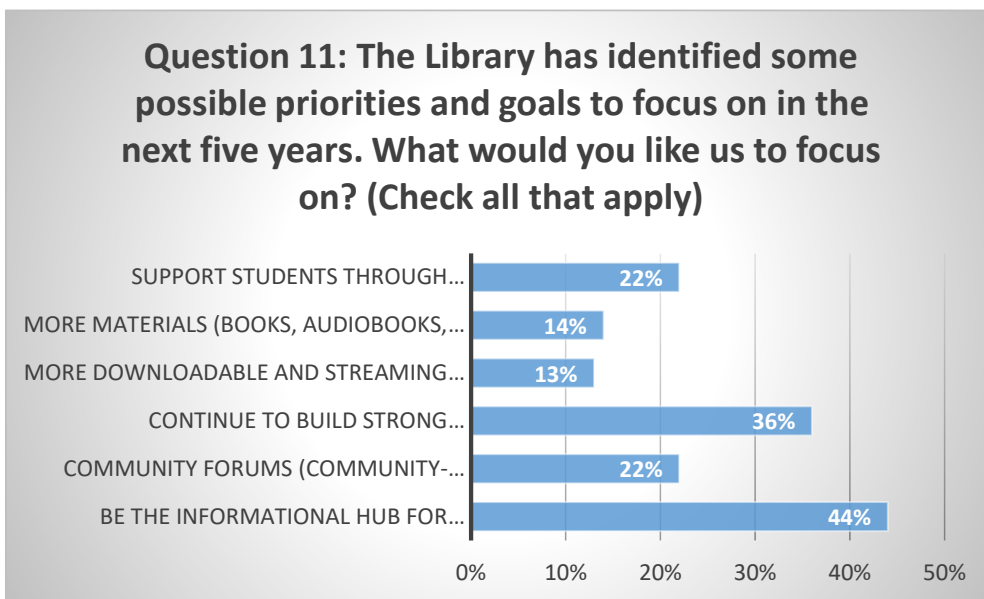
FY 2022-2027

Community Demographic and Library Services

Goal 1: Community

The library will strengthen its role as a vital community resource and partner.

- Objectives:*
1. Be a center for community services, information and resources.
 2. Build awareness of resources available through the library.
 3. Collaborate with community partners to improve access to services and resources.
 4. Continue to advocate for the Library in the community



What we learned:

We are incredibly fortunate to be located in such a beautiful area, “*rural community located in Hamilton County, one of the least densely populated regions of New York State. Completely within the Adirondack Park, Long Lake contains a mix of public and private lands interspersed with a remarkable collection of lakes, rivers, and waterways*” (Draft - Town of Long Lake Comprehensive Plan Posted 10.8.20 2020).

The opportunities for our close-knit community are substantial. In recent years, we have seen a decrease in growth and development of new businesses starting up and existing businesses “*found it difficult to create succession plans due to the lack of investment in the community and challenges in attracting new business leaders*” (Draft - Town of Long Lake Comprehensive Plan Posted 10.8.20 2020). This paired with a lack of telecommunication infrastructure provides an opportunity to market the availability of free Wi-Fi service and stationary computers.

This investment, both public and private, is a key component to Lake’s future. Equally important is investment in people. Respondents to a strategic planning questionnaire highlighted this need by indicating a 44% response to, Library’s place in community is to, “Be the informational hub for library and community resources, materials, and information. This was followed up with an equally strong 36% to, “Continue to build strong relationships and partnerships with town organizations (Long Lake and Newcomb), community groups, and the LLCS to create more integrated services and programs.”

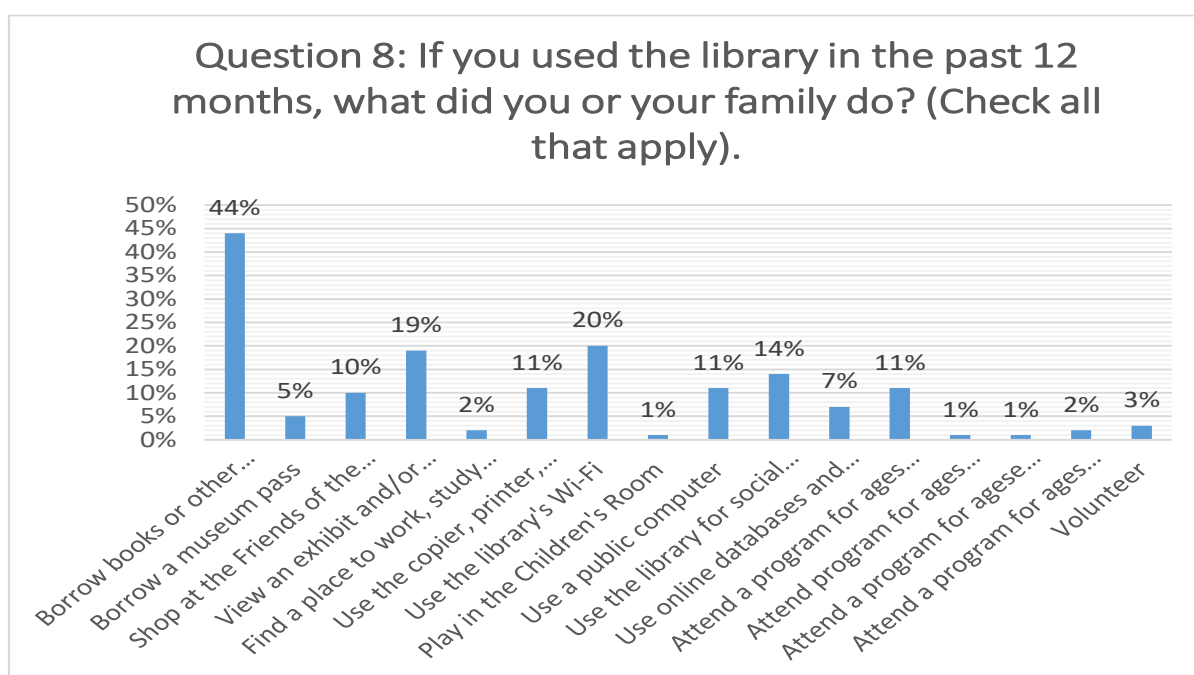
Goals and Objectives

FY 2022-2027

Goal Two: Services

The library will continue to improve its services with a focus on being inclusive of all members of our community.

- Objectives:*
1. Host a broader spectrum of events to meet the community interests and requests for educational opportunities and entertainment.
 2. It is the Library's foremost fiscal responsibility to provide services desired by the residents of the Town of Long Lake.
 3. Services and programming be accessible to all participating patrons.



What we learned

“As a long time seasonal Newcomb resident, I'm so appreciative that we're able to get library cards even though we're in Essex Co. CVW is a gem!” Community Survey Comment 2021

The members of our community are not all the same and therefore have different needs from the library. We know some members of our community have significant economic challenges based on data presented in the Town of Long Lake Comprehensive Plan showcased the “average income in Long Lake, Raquette Lake, and Hamilton County is \$55,800.00.” (Draft - Town of Long Lake Comprehensive Plan Posted 10.8.20 2020).

Lastly, resource and learning needs differ greatly among the different age groups we serve. Factoring in all of that information, we learned from our survey that there is broad support for the library to increase services to serve the needs of our community. This is especially true in evaluating the communities response to the survey. A strong 44% indicated the use of borrow books and other materials. Another factor indicated in this survey is the use of the Library's Wi-Fi service with a 20% response. The input we received from this surveyed question provides guidance in the allocation of funds to provide more reading materials within our collection.

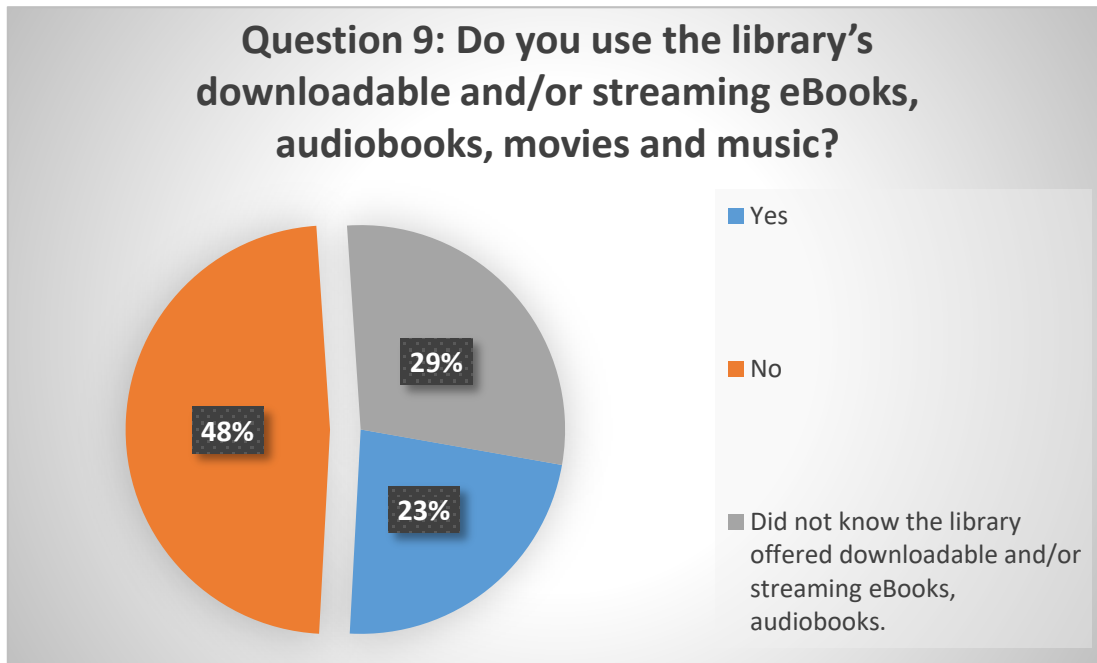
Goals and Objectives

FY 2022-2027

Goal Three: Communication

The library will increase marketing and communications of its services and offerings.

- Objectives:*
1. Create opportunities for Trustees, Friends, and community to get to know each other.
 2. Explore activities for Friends development and engagement
 3. Identify new marketing strategies to increase visits, new users, and awareness of library services and offerings.



What we learned

“Don’t know how [to download e-books]” *Community Survey Comment-2021*

This comment sums up what we know about our communications. On the one hand, through the efforts of our long range plan we have made great strides in our library communications. On the other hand, we know from our survey results that there is much more we can do. Only 23% of survey responses utilized and/or know how to download eBooks and eAudiobooks. A greater percentage does not utilize this free resource and/or is unaware of its existence. We will use this data to help us better craft and target our communications to ensure the library’s resources and services are known to the broader community.

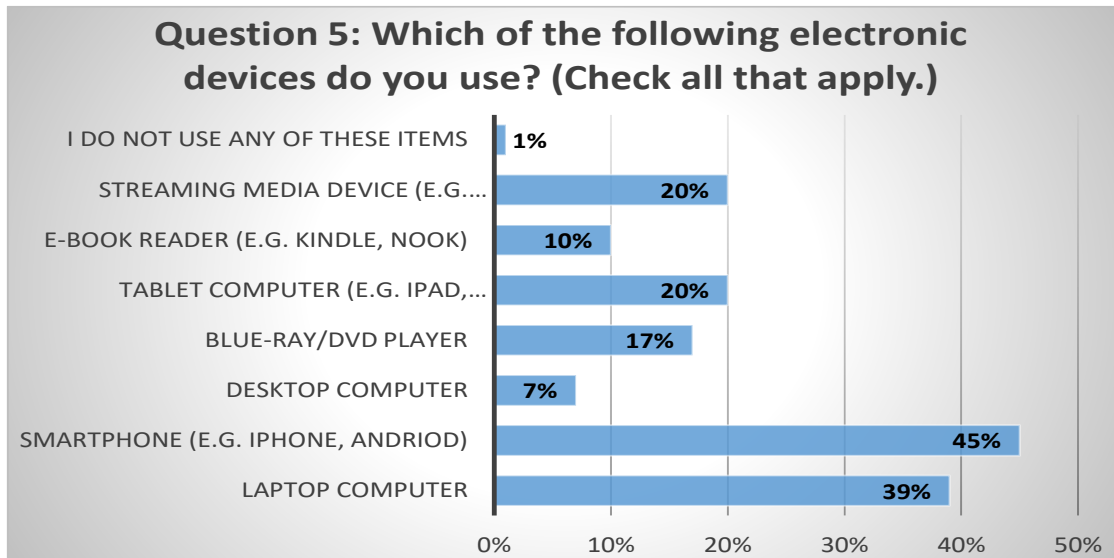
Goals and Objectives

FY 2022-2027

Goal Four: Technology

The Library will use technology to strengthen the diversity of services and enrich the pursuits and interests of its patrons.

- Objectives:*
1. Continue to provide community access to current technology within the Library and Wi-Fi internet services (in and surrounding the exterior of the Library).
 2. Continue to provide community access to current technology within the Library and Wi-Fi internet services (in and surrounding the exterior of the Library).
 3. Utilize current technology to meet operational needs of the Library.



What we learned:

“I’m seasonal but when I’m here, I’m frequently visiting the library for books and Internet (Wi-Fi for my iPhone).”

Community Survey Comment 2021

Our ability to provide necessary resources and services, including when our library is open, is dependent on our capacities. The work from our Library’s Long Range Plan did a thorough job providing us with necessary platforms to do more. A vital component of our success is based on people, our staff.

Data during the planning process showcased the engagement and report the staff provides to the patrons. Yet, we are limited in staff and dependent on volunteers. To address this we need to identify how we can increase our resources to the residents of Newcomb and Long lake without over-burdening the staff.

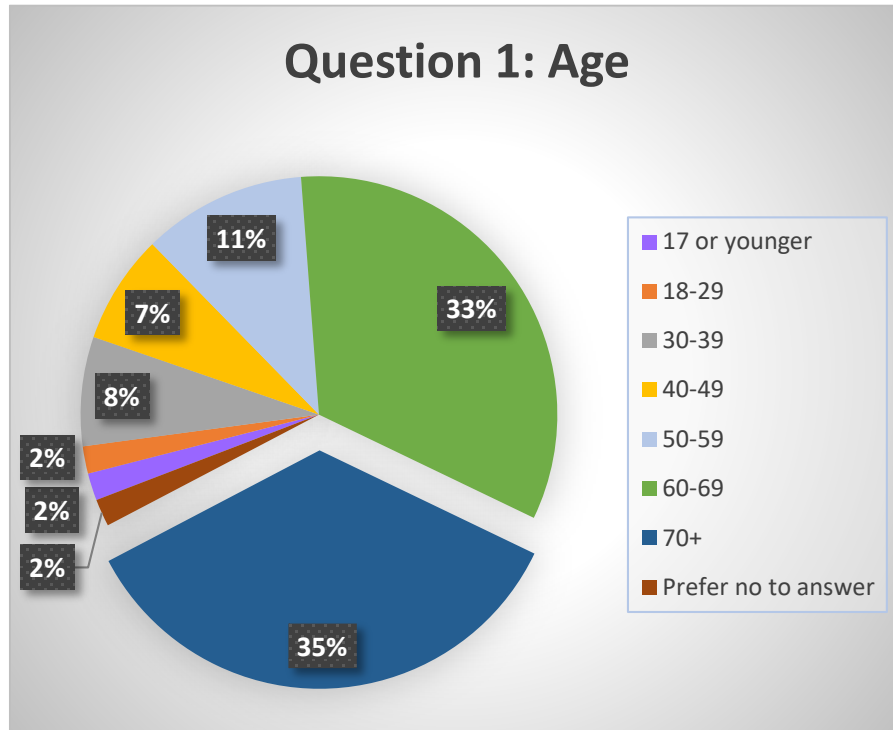
CVW Long Lake Public Library

Community Survey 2021

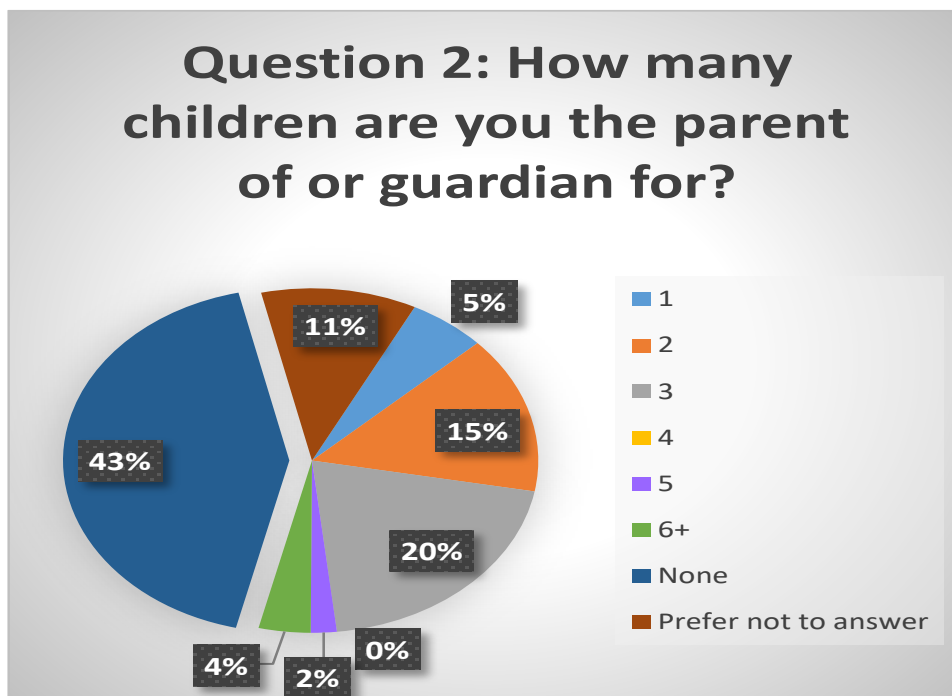
Overview: Community Surveys (Anonymous Response)

Total responses: 55 (combination of online submission within Google forms and hard copies provided at the circulation desk.)

Q1



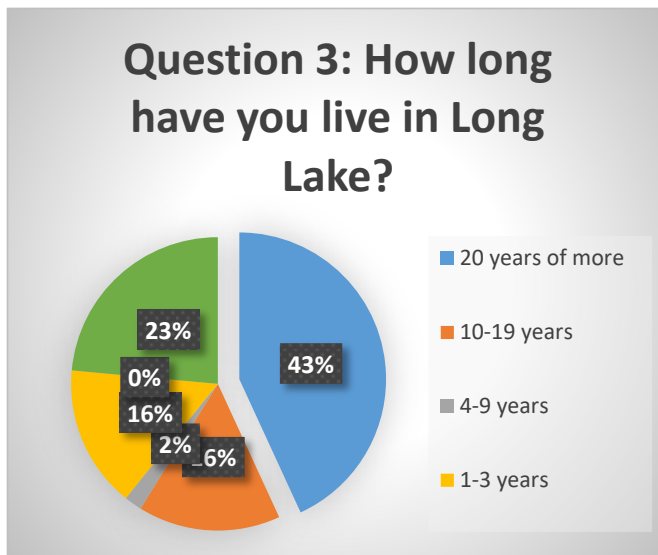
Q2



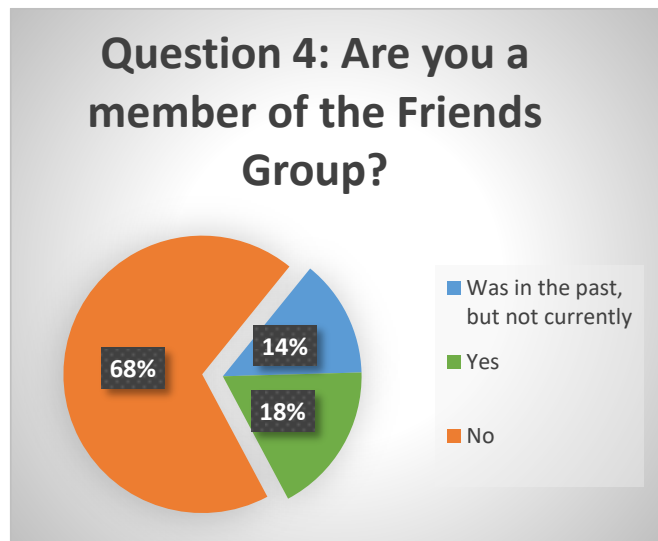
CVW Long Lake Public Library

Community Survey 2021

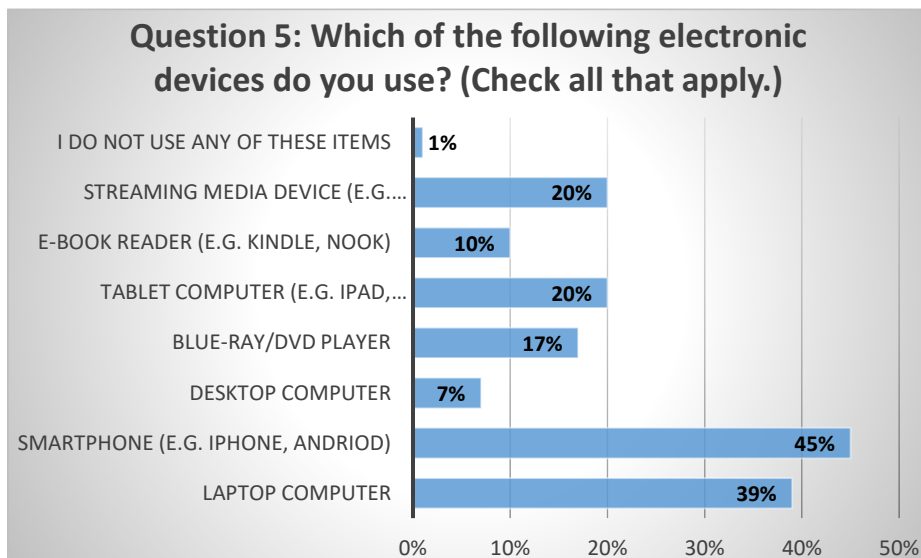
Q3



Q4



Q5

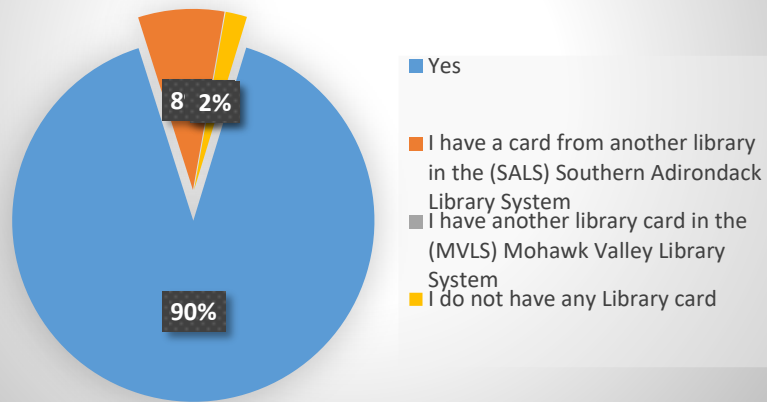


CVW Long Lake Public Library

Community Survey 2021

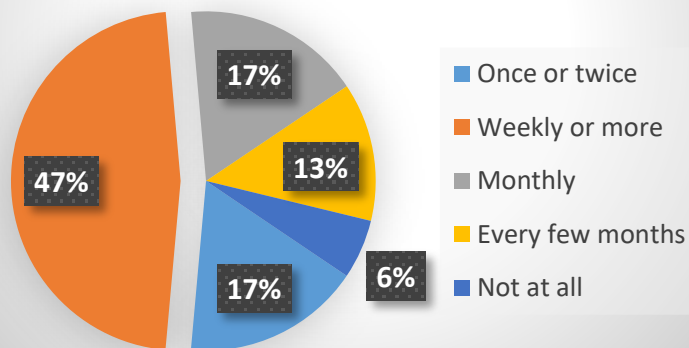
Q6

Question 6: Do you currently have a CVW Long Lake Public Library Card?



Q7

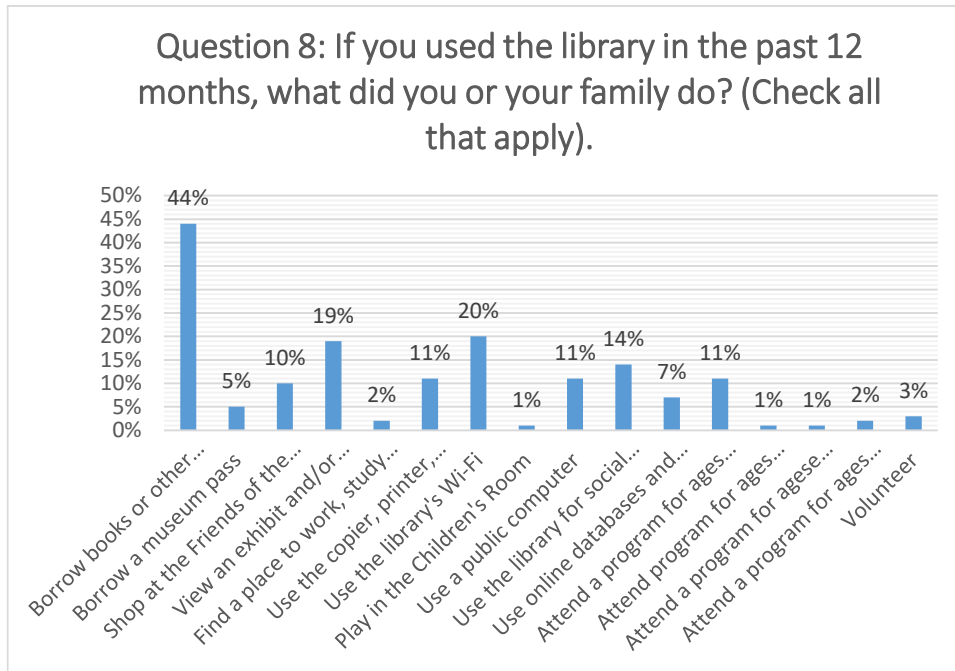
Question 7: In the last 12 months, how often did you visit the CVW Long Lake Public Library?



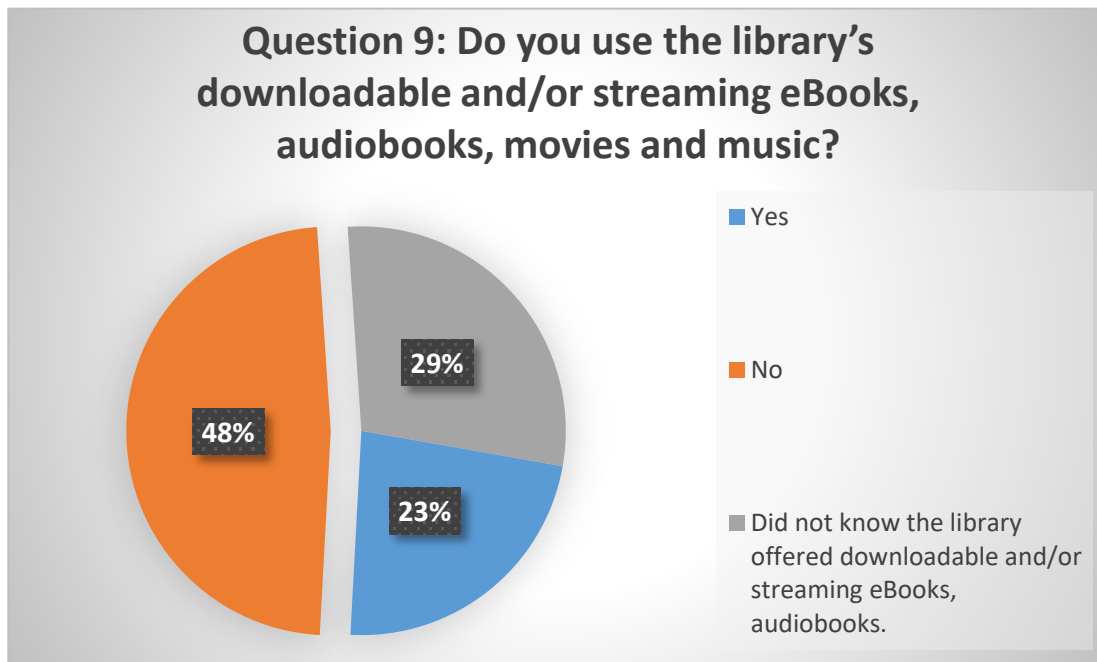
CVW Long Lake Public Library

Community Survey 2021

Q8



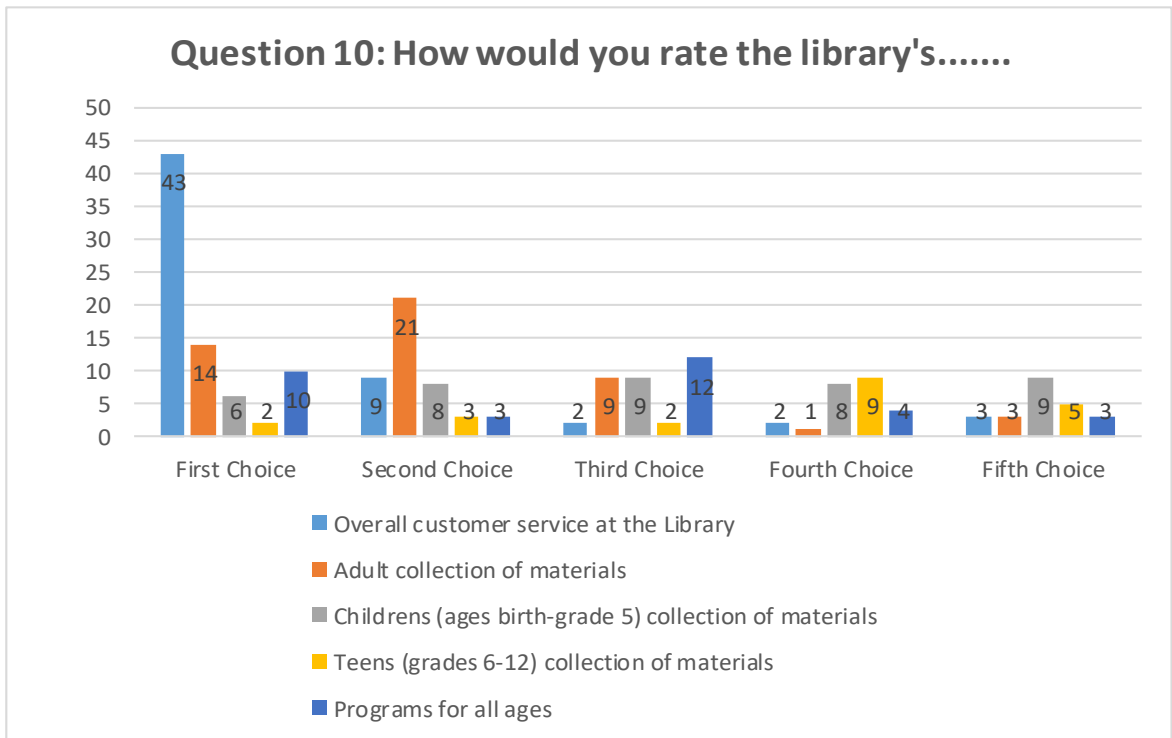
Q9



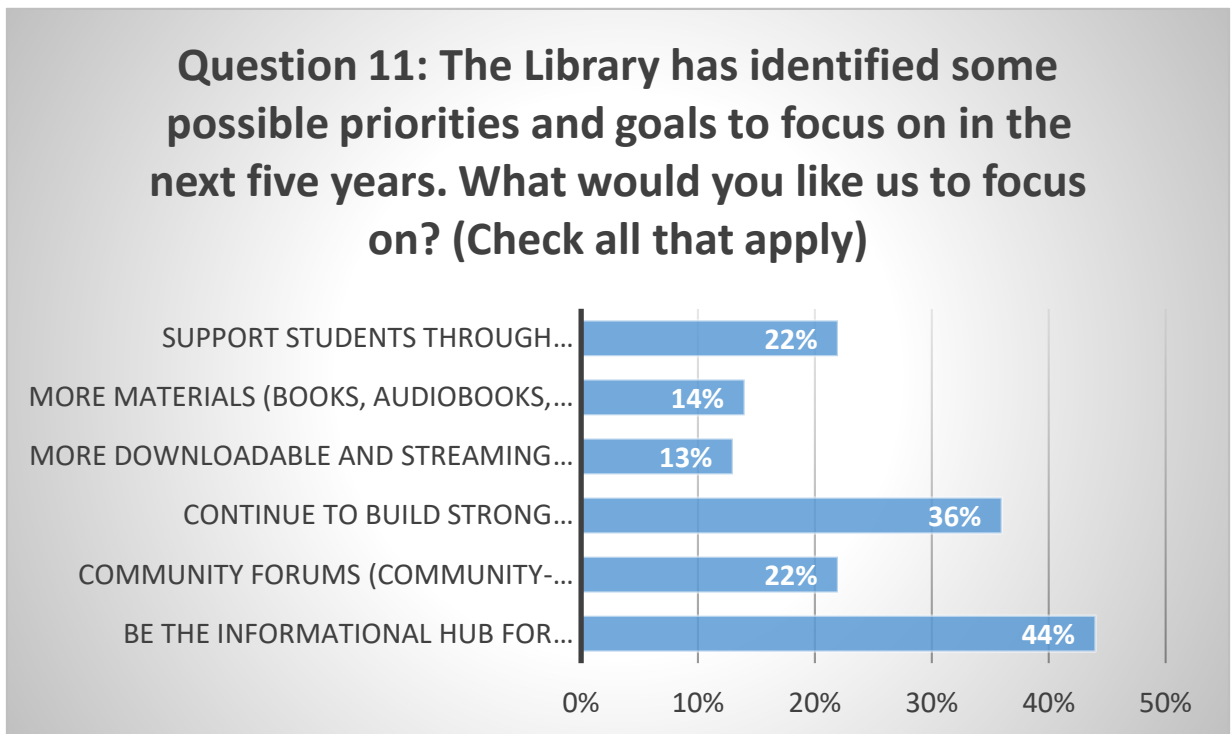
CVW Long Lake Public Library

Community Survey 2021

Q10



Q11



CVW Long Lake Public Library

Community Survey 2021

<u>Question 12: Libraries are looking to take on new roles. What would you like to be able to learn or do that the library could help you with?</u>
A tool loan resource
I don't know
Get more local information, hiking. Paddling etc
Genealogy research.
N/A
Hosting classes like the Blue Mountain Museum. Paddle making, basket making etc.
No input at this time
?
Understand how to stream books on my devices.
Small engine repair
Personal finance
ancestry, local history and book clubs
Help with community building
Learn about history of LL and surrounding areas
I just want the availability of variety of books
Continue to provide the present services
Hands on demonstrations/ in services of basic home repair, native plants,
Continue to open mic-historical programs, writing groups, author night, book discussion
computer instruction
Have informational talks on our town's history.
Computers
More resources on long lake history front/recorder.
How about garden tours?
Informative lectures, love your music (i play the violin)
Show me how to use/get your e-books
Any workshop or lecture on computer use, any field at all like music, current events, horticulture, poetry, changes in libraries in the US, basically any interesting topics but they would have to be well advertised and pushed.
Wildlife &/nature lectures; how to create a medical folder on the computer; how to operate a PC (different levels of knowledge); how to stream the different things the library offers (music, audiobooks, etc).
Any programs would be appreciated.
refer to question/answers #11
I prefer the original role (i.e. supplying books & materials)

CVW Long Lake Public Library

Community Survey 2021

Question 13: What do you value most about your library?

Your staff is excellent
Availability
Availability of books and resources. Also like the community artists
Book sale
Community asset.
N/A
Children's Books and Adirondack Section.
Having a library in our town
?
Community events
I value that the library serves as the intellectual hub for the community.
Location
easily accessible
Everything
Kids programs
Availability of books
It's capabilities and what it is able to offer the citizens of LL
Sue Kunzmann
accessibility/friendliness
lovely environment! Friendly staff! Good selection of materials.
Source of information/entertainment
Good books
The Books!
The attractive decor, the friendly staff, the feeling of community, the helpfulness of staff
People
Proximity to newcomb, attractive and welcoming exterior and interior; community events like book group
DVD and books
The staff
Availability, books and audiobooks, volunteers
Availability, service
Interlibrary collection
Children's books; access to computer/printer wi-fi
Good books or able to order books; like outside box to be able to get a book when library is closed.
All you offer
Reading resources, places to read.
The library remains a wonderful place for community interaction.
Availability to borrow books.
Books
Friendly service and not making patrons feel like a burden. Thank you :-)
Availability
It is the only place in town of interest.
It is community center-the only place in town to expand your horizons.
That you are there.
up to date reading-accessibility, open in long winter months/staff always helpful
the friendly friends who meet and greet as well as the being helpful
books

CVW Long Lake Public Library

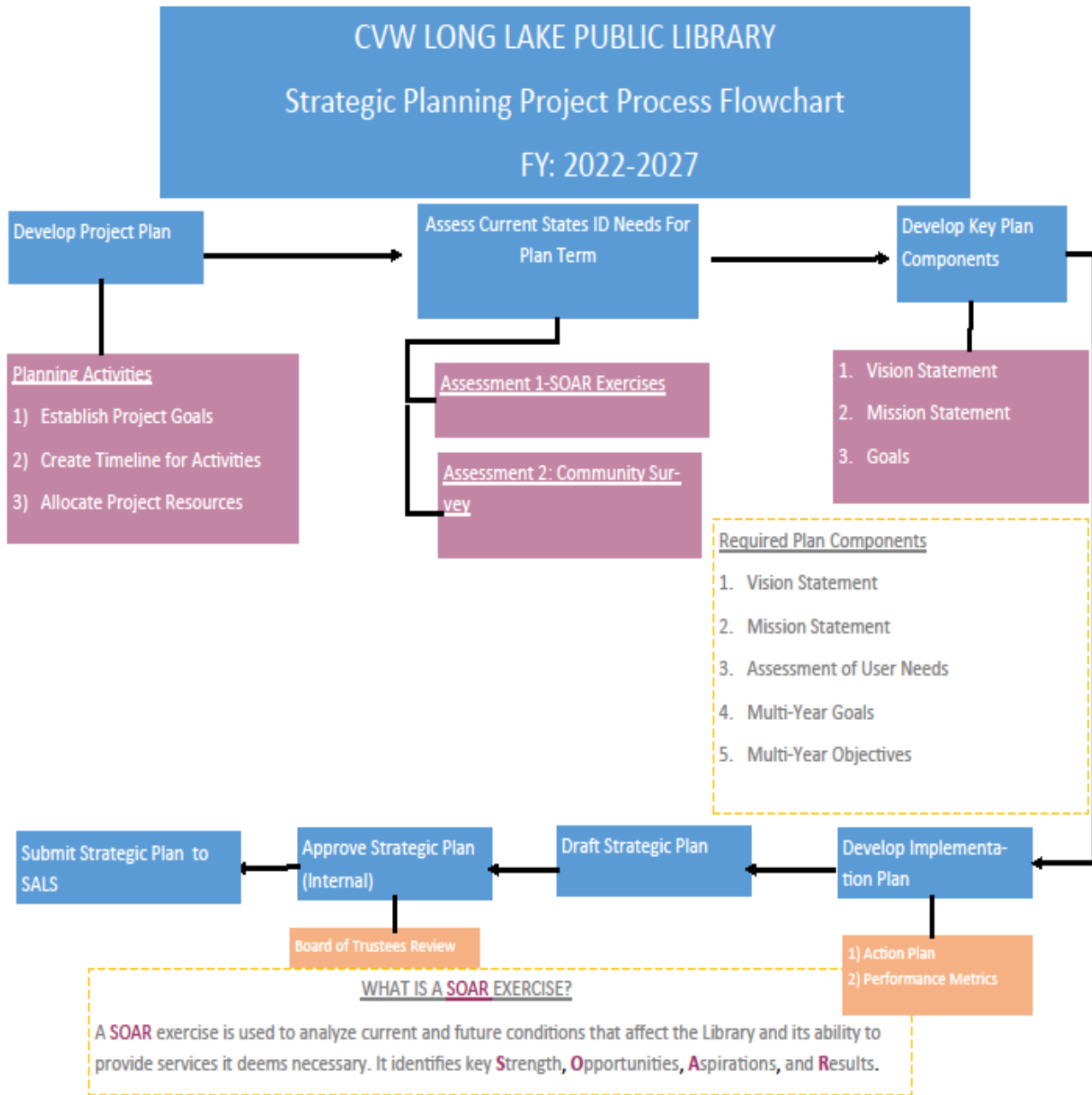
Community Survey 2021

Question 14: Is there anything else you would like to share with us?
More audio books on Libby would be nice
Continue to serve Long Lake
Enjoy concerts
Questions are poorly written and do not make sense, like #10
Love the staff!
N/A
No.
Not at this time
?
Never stop being the center for Long Lake.
I'm a homeowner, but visit seasonally. The library is a 25-minute drive from my house so I don't visit it too often, but when I do it's always welcoming, safe and clean. Please keep up the good work!
Thanks for putting this together and your work! Question 10 was unclear on how to answer it.
sometimes have difficulty ordering new books from other branches
No
Story times in the library and areas around town
I love the library
Not at this time
Information on how to join the Friends, when and what book club takes place. Wonderful staff, beautiful building and lovely town folk.
The library has become a "home away from home" for me!
No
I'm seasonal but when I'm here, I'm frequently visiting the library for books and Internet (Wi-Fi for my iPhone).
I would like to be able to attend more programs again when Covid is over
As a long time seasonal Newcomb resident, I'm so appreciative that we're able to get library cards even though we're in Essex Co. CVW is a gem!
The library is one of the most useful organization in this town
No
This is a beautiful library in a beautiful town-the library is a real asset
Love summer kids programs
It is always a treat to make use of the library and the resources here in, during our summer vacations.
Perhaps allow homeschoolers/educators to request more books online. In California, we were allowed to request an educators card, which allowed us to have up to 100 bucks out at a time, unlimited requests and even no late fees. I'm not expecting back/requesting that, but it was such a treasure. Also, check out read aloud revival by Sarah McKenzie. She has tons of booklists for children of all ages.
Anything you come up with would have to be not just advertised but get a few members of the community in different circles, to motivate people to participate.
for small community library, I think you do a great job!
thank you!
the rating question was a little weird and since it was mandatory I filled it out, but the selection of books for all ages is fine. The most important service the library plays is supplying materials to the public. A friendly and helpful staff is vital to the success of the library, especially in a small town library.

CVW Long Lake Public Library

S.O.A.R. Flowchart

Appendix A



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