



**2022-2026**

**Newburgh Free Library  
Strategic Plan**

***A Community-Centered Library***

## **Mission**

Our mission is to inform, inspire, and connect our diverse community. We provide free, equitable access to cultural, technological, and educational enrichment and resources.

## **Vision**

- The Newburgh Free Library is a destination for information, resources, inspiration, and connection – open and welcoming to all.
- We are a catalyst for collaboration, developing programs, services, and resources that respond to community needs and celebrate our history and cultural diversity.
- Our staff is knowledgeable and approachable and provides consistent, high-quality, innovative service in a supportive atmosphere of teamwork and mutual respect.
- We aspire to be the best Central Library we can be: always growing, always improving, and striving to serve as an ideal model of resilient librarianship, service, and lifelong enrichment.

## **Values**

- We value and respect diverse perspectives and support critical thinking.
- Staff are empathetic problem solvers, providing a kind and welcoming environment in service to the community.
- Social justice, equity, access, diversity, and inclusion are the foundation of our work.
- We practice consistent evaluation of our services, collections, and resources and respond to changing community needs.

- Teamwork is supported, respected, and recognized. We strive to practice these values with each other and in our organization.

## Goals

- I. **SERVICE:** Innovative, customer-centered services, collections, resources, programming and technology.
- II. **FACILITY:** A building reimagined to meet the needs of the community.
- III. **OUTREACH:** Expanded community awareness, changing perceptions, and focus on outreach.
- IV. **STAFF:** Investment in Staff – skill development and training.
- V. **SUPPORT:** Creating a system of sustainable and diverse financial support.

- I. **Service** - Innovative, customer-centered services, collections, resources, programming and technology.

**Activities/Objectives:**

1. Create a schedule and design methods to actively survey the community to determine needs, interests and to gather suggestions for collections, programming and technology.
2. Provide evaluations at programs to assess success, improvements and new ideas.
3. Analyze and keep current with popular culture and trends in the information field, libraries and emerging technology and their value to NFL service.
4. Monitor and be receptive to needs for information and connection around social justice and civic engagement.
5. Maintain a current and relevant print, digital and media collection.
6. Utilize 2020 Demographic Census Data as a guideline for focus of collection development, programming and services.

**Evaluation:**

In 2023, 2024, 2025, 2026 conduct annual assessment of progress in each area using staff and user evaluations and achieve 80% success rate.

Annual Management Team analysis and review of trends and effect on usage of collection management of print and digital collection.

- II. **Facility** – A building reimagined to meet the needs of the community.

**Activities/Objectives:**

1. Embark on a five phase building renovation plan utilizing NYS DLD Library Construction Aid to renovate space.
2. Analyze benefits of off-site library branch locations. Town Branch, New Windsor etc. Explore concept of pop-up libraries.
3. Evaluate and address building accessibility issues for mobility, safety and security and exterior parking and pedestrian spaces.
4. Create a warm and welcoming library with clear wayfinding and practical flow for collections and services.
5. Create space for teens.

### **Evaluation:**

In 2023, 2024, 2025, 2026 - conduct annual assessment of building use satisfaction and achieve 80% success rate.

Incorporate objectives into five phase building renovation plan.

- III. Outreach** - Expanded community awareness, changing perceptions, and focus on outreach.

### **Activities/Objectives:**

1. Develop strong collaboration with NECSD to enhance student awareness of library programs, collections, resources and services.
2. Take to the streets and reach out to the community by interacting with citizens, businesses and organizations.
3. Enhance methods and strategies for virtual outreach.
4. Develop after school programming with a broad reach and subject focus.
5. Consider use of outdoor space and “curb appeal” to bring people into library.
6. Create a presence for advertising/marketing NFL on outside of building – digital signage, banners, flags etc.

## **Evaluation:**

In 2023, 2024, 2025, 2026 – 80% of community will experience increased awareness of and participation in library activities.

80% of library staff will have participated in, and developed increased comfort level with, outreach and advocacy efforts.

## **IV. STAFF:** Investment in Staff – skill development and training.

### **Activities/Objectives:**

1. Develop plan for cross training, opportunities for growth and succession planning.
2. Train staff in effective aspects of customer service as the foundation for all library service. Emphasis on best practices for managing challenges such as personal safety, mental health issues, homelessness and addiction.
3. Implement core competency skills training and track staff progress.
4. Create annual info sessions on CSEA, civil service exams, and testing.
5. Complete and circulate NFL Personnel Manual to include library operations, CSEA, job descriptions and building operations.
6. Create strategy for enhancing Spanish language proficiency – flash cards, trainings, cheat sheets and lunch and learns.

### **Evaluation:**

In 2023, 2024, 2025, 2026 – 80% of library staff will have

80% of library staff will report that they have gained additional skills and competencies to perform work duties more efficiently and confidently.

## **V. SUPPORT:** Creating a system of sustainable and diverse financial support.

**Activities/Objectives:**

1. Café services enhanced and offered in morning and evening hours.
2. Vending machines that offer chargers, flash drives, folders and earbuds.
3. Credit card use for paying charges.
4. Explore other services for fees: EZ Pass, Passports, Fishing Licenses etc.
5. Maintain strong collaboration with Friends of Newburgh Free Library to continue to provide a variety of fundraising opportunities.

**Evaluation:**

In 2023, 2024, 2025, 2026 – 80% increase in diversified support of library using new and innovative service methods.

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**Method of Strategic Plan Development:**

The Insight 21 Committee, comprised of staff volunteers and the Executive Director, began meeting in March of 2021 through to March of 2022 to help set priorities and develop goals and outcomes for the 2022-2026 Strategic Plan that

coincide with our 2022-2026 Central Library Strategic Plan in partnership with the Ramapo Catskill Library System (RCLS.) The committee made recommendations for improved methods of service and delivery and explored new and trending program ideas, collection, and policy development practices. The committee candidly discussed best ways to meet the needs of our diverse community, and made suggestions for improved organizational structure, best communication methods, and developing the set of values for moving forward successfully and intentionally.

### **Special Appreciation:**

Gratitude is extended to the following staff who volunteered their time and expertise to this process:

Cheryl-Ann Lauritano, Sara Scoggan, Patty Sussmann, Joan Maldarelli, Bridget Jackson, Yolanda Meah, Chris Morgan, Laura Garcia, Theresa Zacek, Jason Thomas, Beth Zambito and Laurie Dreyer.

Compiled by Executive Director, Mary Lou Carolan, June 2022.