

NANUET PUBLIC LIBRARY LONG-RANGE LIBRARY PLAN : 2017-2021



prepared for

Nanuet Public Library

prepared by

The Tourne Group 

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Introduction

As the cultural center of the community, the Nanuet Public Library is committed to lifelong learning as well as recreational and educational programming for all members of the Nanuet community. The role libraries play within a community is rapidly changing. For example, libraries are increasingly community and technology centric with focuses on digital content and interactive programming. According to the Pew Research Center, free access to technology at libraries now rivals books and reference help as a key library service.¹ Libraries are being seen as key technology hubs in one's communities. Additionally, libraries are expanding their program offerings to meet the changing needs of a growing and diverse senior population while maintaining legacy services traditionally associated with libraries.² Lastly, libraries with older facilities are confronted with balancing maintenance costs and a desire to improve the physical environment to meet the technological and space needs of today's library patron.

In order to prepare for and successfully meet the challenges of today and tomorrow, the Nanuet Library Board of Trustees embarked on a strategic planning process that concluded in the completion of this Long-Range Library Plan (LRLP) for the next five years (2017 – 2021). The LRLP will meet required New York State public library standards and strive to:

- Embrace the Library's mission and vision, and reflect community values;
- Implement the Nanuet community's vision in a strategic and practical manner;
- Provide Library leadership with a blueprint to improve and enhance the physical infrastructure, available services and programs in a systematic, cost-conscious and thoughtful manner over the next five years.

This LRLP is organized into three sections. The first section summarizes observed trends, current services and recent improvements. The second section summarizes the community engagement activities performed during the long range planning processes and offers the Nanuet community's vision for the Nanuet Public Library today and in the future. The last section offers the Nanuet Public Library's organizational goals and objectives for the next five years plus the proposed strategies to achieve success.

Section 1 – Where are we now?

¹ <http://www.pewinternet.org/2013/01/22/library-services-in-the-digital-age/>

² http://www.npr.org/2017/07/04/534431175/xbox-bowling-for-seniors-visit-your-local-library?utm_source=facebook.com&utm_medium=social&utm_campaign=npr&utm_term=nprnews&utm_content=20170704



As the cultural center of the community, the Nanuet Public Library is committed to lifelong learning through educational and community focused programming. We are frequently crowded with patrons borrowing materials, using the computers or Wi-Fi, attending programs and meetings or seeking space to read, study or relax. Program attendance and use of the library’s meeting rooms has been increasing annually. Located on the Nanuet School District campus, the library draws a number of students immediately after school and teen activities are increasingly popular.

Currently, the Nanuet Public Library maintains a collection of 113,892 print books, 200 magazine subscriptions and 12,364 electronic books or e-books. Print books and magazines remain popular but recently print circulation rates are diminishing and e-book and streaming circulations are increasing. The increased usage of digital content and streaming services are a common trend among community libraries. To accommodate this trend, the Library recently added a new film streaming service, hoopla, to its already significant collection of digital media; including over 10,000 DVDs and 10,000 audiobooks on CD or available for download. Additionally, a substantial portion of the reference collection is being replaced by online databases. Regular ordering keeps the collection up-to-date and is accompanied by a continuous review of the collection to make room for new material in the face of serious space limitations.

Community Served

- 165,007 visits to the library in last fiscal year
- Almost 60 percent of community members are cardholders (7,885 cardholders in a population of 13,468)
- Over 17,000 attendees at 605 adult, teen and children's programs
- 415 children, teens and adults were summer reading club members
- Summer reading club members attended 72 programs with an attendance of 3,646

Services Provided

- Open 63 hours per week
- 187,604 items circulated, including inter-library loans
- 7,675 reference questions answered
- Over 168,000 annual visits to www.nanuetlibrary.org
- 14 computers with high speed internet available for public use
- Homebound delivery
- Museum passes
- Public meeting spaces

In addition to the collection, computers with Internet access, public Wi-Fi, and mobile printing are essential services for the community: many patrons seek assistance with their computer and technology use. The library advertises programming and events through a number of communication media, including social media, e-mails, and the ever-popular newsletter. Recent communication enhancements have enabled library patrons to complete program registration online. For those patrons who cannot physically come to the library, homebound delivery is available.

Planned physical improvements to the building include refurbishment of all the bathrooms and the creation of an ADA-compliant family bathroom located in the children’s room. In addition, improvements to lighting and the replacement of the air condition system will contribute to a comfortable environment.



Lastly, to meet a growing demand by our young adult patrons, an area in the adult department was redesigned and furnished as a “teen area”. Since its introduction, this new space has been utilized heavily and praised by the young adults.



In addition to internal improvements, library staff has dedicated time and resources to developing and enhancing relationships with organizations in the Nanuet community and Rockland County. For example, the Library conducts a number of programs in partnership with AARP Tax Aid, the Borderline Folk Music Club, SCORE, the Retired Teachers’ Center of Rockland County, the Nanuet School District, Literacy Solutions, People to People, Nyack and Valley Hospitals, and various Rockland County agencies. Lastly, the Friends of the Library sponsors various programs as well as museum passes, prizes for the summer reading clubs, and the public performance licenses for film showings.

Section 2 – Where do we want to be?

To better understand the Nanuet community’s needs, values, and vision for the future, the Library implemented an extensive public engagement campaign. The campaign included the following activities:

- A telephone and online survey
- A series of focus groups with library patrons and Nanuet residents
- A series of focus group with library staff
- An open house



The following summarizes the findings from those activities about what the Nanuet community wants from the library in the future.

Telephone Survey

The public engagement campaign began by conducting a scientifically based (statistically significant at a margin of error of +/- 5 percent at a 95 percent level of confidence) telephone survey of registered voters on November 9 through December 1, 2015. The telephone survey garnered responses from 386 registered voters in the Nanuet Union Free School District on both land lines (228) and cell phones (142). The objective of this initial outreach activity was to determine public interest in support of a public bond



referendum to fund significant renovations to the library, to provide insight into the public's perceptions of the Library's existing facilities and programming and the future of the Library.

Findings from the surveying activities concluded the following:

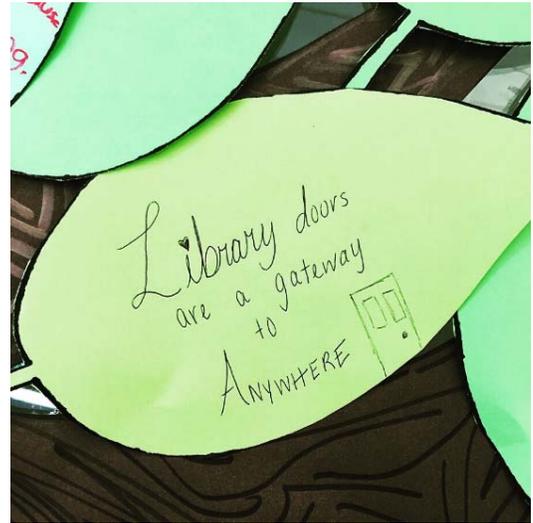
- Nanuet library patrons maintain very positive views about library facilities, resources, and services.
- A slight majority of Nanuet residents believe that the library does not need to be renovated and that the existing facility is not outdated.
- Nanuet residents overwhelmingly believe that there remains a need for libraries and that Nanuet needs to continue to provide a high quality library.
- When asked about their views on a bond referendum to fund capital improvements for the Nanuet Library, about one-third of registered voters said they would support a referendum, one-third would oppose a referendum and one-third were unsure of their vote on such a ballot measure.
- Support for a Nanuet Public Library referendum is highest among registered voters who are frequent patrons of the library.
- Female voters are significantly more likely to support a library referendum and more willing to pay for renovations than male voters in the Nanuet School District.
- Nearly one half of Nanuet registered voters who would vote against a library referendum identified tax concerns as a primary reason for their opposition.
- Just under one half of registered voters in the Nanuet Union Free School District stated that they would never vote for a referendum that increased their property taxes.
- A majority of Nanuet registered voters indicate that they are willing to pay between \$10-\$25 per year over a ten-year period for capital improvements to the Nanuet library. However, only slightly over one in 3 voters would be willing to pay \$25 to \$50 annually for this purpose.
- Parents with children ages 12 and under are significantly more likely than those without children in this age category to be willing to pay \$10-\$25 for library capital improvements.

Focus Groups

Two series of focus groups were conducted as part of this long-range planning process. The first series of focus groups was conducted throughout the summer of 2016 and included eight separate sessions with a range of community members including women, men, young adults, senior citizens, and individuals with school-aged children. Sessions lasted from thirty minutes to two hours depending on

the size and composition of the focus group. The purpose of the focus groups was to verify and clarify findings from the surveying activities and provide patrons an opportunity to speak frankly about the staff, current services, program offerings, and their future visions for the Library. Overall, Nanuet residents and library patrons:

- Overwhelmingly believe that there remains a need for libraries and that Nanuet needs to continue to provide a high-quality library;
- Think very favorably of the overall quality of services, facilities, and amenities at the Library;
- Believe that the Library does not need to be renovated entirely, but could use some aesthetic improvements;
- Have some concerns about the amount of physical space, but most believe the current physical amenities are adequate for their library needs;
- Would be personally willing to provide small financial support for major capital improvements;
- Consider small improvements, such as paint, new carpet, reorganization, etc.;
- Believe any significant renovations should focus on flexible, multi-use, transformative space;
- Want library space that offers quiet space for study / small group work as well as communal community focused spaces; and
- Believe the Library of the future should be firmly grounded in education and the advancement of knowledge, but should achieve this through a more community-center focused approach.



Patrons feel the Library does a good job of communicating programming and events. The most popular form of communication is the newsletter. However, digital formats (email, Facebook, Instagram, etc.) are growing in usage, especially with younger populations. Some suggested the website could use a “refresher” and updated for improved functionality but a few appreciated the current ability to sign up for programming online. Lastly, a number of patrons felt the bulletin boards are underutilized and many suggested investing in a digital bulletin board.

When asked about services and programming, children’s programming and the physical collection, especially the new and in-demand author titles, were very popular and received high praise in terms of quality and variety. Other popular services and programming included the DVD collection, movie nights, museum passes, Mahjong, and yoga.

When asked about desired programs not currently offered, overwhelmingly and across a number of age groups cooking classes were requested. In addition,





patrons requested the following for new programs or events:

- Art programs
- Technology and/or computer classes
- Personal finance/small business programming;
- Health, fitness, and wellness classes
- Additional after-school/teen programming (9 – 16 years old)
- Increased digital content
- Edu-social events (i.e. – learn about wine and cheese, read a story that contains a plot element or takes place in Tuscany then discuss the books while enjoying wine and cheese)

When asked about the physical environment and space needs within the library, most agreed that the Library did not require a complete “knock-down and rebuild” but could benefit from updates such as modernization, space reconfigurations, the creation of modular or transformative spaces, and general maintenance and upkeep. That being said, almost all focus group participants professed their love for the library, especially younger adults and felt it “just needs a few renovations”. Stated opportunities for physical infrastructure improvements include:

- Separate and enclosed teen/young adult space
- Identifiable areas that are appropriate for quiet conversation / discussion
- Small group study/instructional space (i.e. – “quiet rooms”)
- Flexible or transformative spaces
- Maker-spaces or STEM focused learning labs
- Improved book shelving system, current shelving is “narrow”, “dark”, and “tightly packed”
- An enlarged and updated children’s area, current area is “cramped” and “overcrowded”

When questioned about the current atmosphere and amenities offered, most felt the Library was adequate for today’s needs, but could benefit, both in terms of style and functionality, from updates. Patrons desire a library that functions as a “modern community center for life long learning” and offers a mix of quiet independent learning area and friendly, welcoming social areas. Unsurprisingly, most stated that any library renovations should take design cues from Barnes & Noble and include comfortable and inviting furniture that evokes a calm and relaxed feel. In addition to the physical amenities, such as furniture and shelving, a number of patrons hope the library of the future would include more up-to-date computers and electronic devices such as tablets.

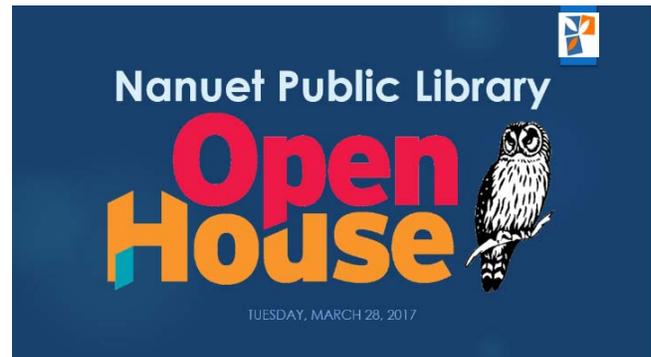
Focus group participants were asked to prioritize their wish list, and most stated that their top priority would be reorganizing and updating the existing structure, not a major expansion or new building. Second in importance were improved amenities followed by enhanced programming. Unsurprisingly preventative maintenance was the least valued priority. Interestingly, teens overwhelmingly supported enhanced programming over building renovations and amenity improvements.



The second series of focus groups was conducted with library staff from the various departments including children services, circulation, support staff, and library management. The purpose of these sessions was to gather the thoughts and ideas of the library's staff, share with them the public sentiment expressed through the survey and focus groups and work with them in developing implementable strategies to achieve organizational goals. The outcome of that effort is expressed in the forthcoming strategic plan.

Open House

The last activity in the public engagement campaign was a two-session Open House conducted on Saturday March 25 and Tuesday March 28, 2017. The Open House was half formal presentation and half question and answer/meet-and-greet. The formal program summarized the long-range library planning process and the outreach activities that were conducted to date. In addition, meeting attendees were invited to participate in a thoughtful discussion on the future of the library and potential strategies to achieve stated objectives.



Section 3 – How do we get there? A Strategic Plan (2017-2021)

Within the following five year strategic plan the Board of Trustees has established long range organizational goals and identifying strategies and the resources required for achieving these goals. The plan strives to align the values of the Library with the articulated vision offered by the Nanuet community and provide a clear blueprint and timeline for implementing strategies. This plan builds upon recent accomplishments, the professional expertise of our staff, and attempts to address identified challenges and future opportunities to best serve the Nanuet community.



Mission

The following is the stated mission of the Nanuet Public Library:

The Nanuet Public Library is dedicated to be a civic resource promoting open access to information, materials and services to all residents of the Nanuet School District to advance knowledge, foster creativity, encourage the exchange of ideas, build community and enhance the quality of life.

Vision

The following is the stated vision of the Nanuet Public Library:

To be the intellectual and cultural center of our community. The place to go for information and cultural resources in a comfortable and convenient environment, providing services for all generations.

Goals

The Nanuet Public Library is committed to achieving the following core organizational goals:

Advance literacy and lifelong learning among all ages.

Promote programming that is educational, creative, and culturally oriented.

Create a library environment that is modern, accessible, and welcoming.

Maintain and enhance a modern collection that meets the community's needs of today and tomorrow.

Foster a friendly service environment that promotes creativity and resourcefulness while encouraging continuous growth for library staff.

Ensure the current and future operation of the library is conducted in a fiscally responsible and sustainable manner.

Objectives and Strategies

The following section summarizes objectives, strategies and tactics that the Board of Trustees and library staff have developed and plan to implement over the next five years. All presented objectives, strategies, and tactics are in support of the organizational goals developed within the strategic plan. For this plan, objectives are defined as an overall purpose or target that supports achieving identified organizational goals. Strategies are defined as general approaches that could be implemented in order to achieve a given objective and tactics are defined as a series of actions that could be taken to support the successful implementation of a given strategy. In addition, each tactic maintains an implementation



timetable based on the library’s fiscal calendar, beginning July 1, 2017 and defines when each action is expected to be taken.

Goal 1: Advance literacy and lifelong learning among all ages.

Objectives

- Encourage literacy by promoting awareness of the collection for all ages.
- Introduce a new program annually that encourages digital and/or computer literacy.

Strategies

Strategy	Tactic	Implementation Timetable
Enhanced book clubs	Begin cookbook club: “Cook the Book:” One book or food category each meeting, samples made at home.	Completed
Literacy milestones	New patron packets: develop and distribute new patron packet summarizing library services, policies, community information and their library card	Q3 2017-18
	Children’s library cards: continue distribution of child focused/themed library materials upon registration	On-going
	ESL Conversation groups and Citizenship Classes with Literacy Solutions	Q3 2017-18
Promote cross-generational literacy and programming	Cross Generational Program Planning: Staff will meet to develop new programming to promote cross-generational activities	On-going
	Offer literacy education to Foster Grandparents when organization meets in library	Q1 2018-19
Advertise new digital services	Create flyers and promote/teach how to access and use new and existing digital services	Q3 2017-18

Goal 2: Promote programming that is educational, creative, and culturally oriented.

Objectives

- Increase programming that is unique and oriented to the community’s stated interests by including three new programs per year.
- Increase learning-focused and instructive programming by offering three new educational programs per year.
- Conduct an annual assessment of programs.



Strategies

Strategy	Tactic	Implementation Timetable
Programming should be generalist focused and provide an opportunity for patrons to explore new areas of interest or skills	Program Evaluation: Provide program evaluation forms which include an area for patrons to identify new interests and distribute at programs to receive feedback	Completed
	Peer Library Knowledge Transfer: Examine activities and programs being conducted at other libraries. To achieve this objective library staff will communicate with peer libraries and discuss approaches to communication (newsletters, websites, social media, etc.), staff development (staff meetings, professional literature, conferences, etc.), and program development.	On-going
	Programming Committee: Programming staff will meet to discuss findings from the program evaluations, peer library knowledge transfer, and evaluation of new program opportunities	Twice annually
Programming should follow a level advancement process and should terminate at some point and begin again with new patrons	Programming Committee: Review and evaluate current programming and identify opportunities to implement level advancement structure	Q3 2017-18 Q2 2018-19
Support programming with a social component, but ensure an educational / life-long learning component remains relevant and part of the program	Create a digital suggestion box (in coordination with website redesign)	Q2 2018-19
Encourage programming that emphasizes community interests	Improve program publicity through local print media	Q2 2017-18
	Begin monthly E-Newsletter	Q3 2017-18
	Improve program publicity through digital communication outlets	Q3 2017-18

Goal 3: Create a library environment that is modern, accessible, and welcoming.

Objectives

- Within the next year examine opportunities to improve the physical functionality of the library to meet current and future community needs.
- Develop a capital improvement plan within the next year.
- Assess, evaluate, and prioritize capital improvements annually.



Strategies

Strategy	Tactic	Implementation Timetable
Staffing enhancements	Research custodial training opportunities	Q4 2017-18
	Increase custodial staff	Q3 2018-19
Professional services and technical evaluations	Hire an architectural/engineering/space planning firm(s) to examine opportunities for transformative reorganization and/or redesign of the Library	Q3 2017-18
	Hire website design to redesign and publish new library website and brand	Q1 2018-19
	Evaluate current computer usage, available technologies and opportunities for new hardware	Q4 2017-18
	Hire professional cleaning service to conduct annual “deep” cleaning of the Library	Q1 2018-19
	Go vs. No-Go Decision on full library renovation or incremental project specific improvements	Q1 2018-19
	Develop a strategy and commit to creating teen-focused space	Q4 2017-18
	Evaluate opportunities to create a learning lab	Q2 2018-19
	Hire engineering firm to evaluate parking lot reconstruction	FY 2020-21
	Investigate and evaluate electrical issues in building	FY 2020-21
	Short-term capital investments	Seal and restripe parking lot
Modernize elevator		Q3 2017-18
Redo stairs to school driveway		Q4 2017-18
Purchase and install overhead projector for Community Room		Q4 2017-18
Install ADA compliant/family bathroom		Q3 2017-18
Purchase and install outdoor and indoor digital signs		Q1 2018-19
Redesign library entrance with sliding doors		Q1 2019-20
Purchase digital printer/scanner for public and staff use		Q1 2018-19
Implement use of credit cards for patrons		Q3 2017-18
Long-term capital investments (incremental approach)	Paint interior of library	Q2 2018-19
	Redesign and retrofit the lobby area and install new circulation desk	FY 2020-21
	Purchase and install new reference desk	Q3 2018-19
	Purchase and install new carpeting throughout library	FY 2021-22
	Update teen-focused space to meet defined strategy	FY 2019-20
	Purchase and install new shelving and furniture	FY 2020-21
	Redesign and restructure the collections shelving system	FY 2020-21
Mill and repave parking lot	FY 2021-22	

Goal 4: Maintain and enhance a modern collection that meets the community’s needs of today and tomorrow.

Objectives

- Maintain a shelf utilization of 80% when possible; without sacrificing quality materials.
- Diversify digital format collection by purchasing at least one new digital product or service annually, if it is of value to the community and supports long range plan goals.



Strategies

Strategy	Tactic	Implementation Timetable
Purchase and/or subscribe to new digital formats	Subscribe to online streaming digital service (Hoopla)	Completed
	Subscribe to online magazine service (RB Digital)	Completed
	Publicize streaming and online services	Q2 2017-18
	Examine online reference service purchases to determine utilization rates and content meeting community needs	Q3 2017-18
Weed the collection to achieve a sustainable shelf utilization	Examine and revise the <i>Collection Development Policy</i> collection weeding guideline (80% utilization per shelf capacity)	Q4 2017-18
	Run a "dusty book" list with new guidance and retire identified books within the collection	Q1 2018-19

Goal 5: Foster a friendly service environment that promotes creativity and resourcefulness, while encouraging continuous growth for library staff.

Objectives

- Collect information on customer satisfaction annually.
- Provide opportunities to each staff member to participate in a continuing education program annually.
- Board of Trustees members will attend one local, regional, or State sponsored event or training program annually.

Strategies

Strategy	Tactic	Implementation Timetable
Proactive outreach to community organizations	Enhance publicity of adult programs in digital and print media	Q2 2017-18
	Add additional community resource links to website (enhance community resource page)	Q2 2018-9
Encourage professional development	Staff and Board members are to participate in a minimum of one training opportunity per year	On-going
Improved understanding of community happenings	Conduct a staff meeting that discusses the library's philosophy about community awareness	Q3 2017-18



Goal 6: Ensure the current and future operation of the library is conducted in a fiscally responsible and sustainable manner.

Objectives

- Maintain the highest quality services and programming while being fiduciarily prudent and cognizant of tax-payer investments.

Strategies

Strategy	Tactic	Implementation Timetable
Develop an annual operating budget that, if possible, does not exceed statutory limits and is supportive of long range planning goals	Board of Trustees and Library Director develop an annual operating budget that meets the growing needs of the Nanuet community, while not exceeding statutory limits	Q3 2017-18 Q3 2018-19 Q3 2019-20 Q3 2020-21 Q3 2021-22
Conduct an annual capital needs assessment and establish a prioritized capital improvement program	With the guidance of the Library Accountant establish a capital reserve fund for the purpose of proceeding with necessary system and facility maintenance, renovations and/or upgrades and modernization	Q2 2017-18
	Review the annual budget balance to identify appropriate amount of funds available to transfer to capital reserve fund	Q3 2017-18 Q3 2018-19 Q3 2019-20 Q3 2020-21 Q3 2021-22
	Board of Trustees update capital improvement programs project prioritization	Q4 2017-18 Q4 2018-19 Q4 2019-20 Q4 2020-21 Q4 2021-22
Address recommendations from annual institutional audit within the operating budget and capital budget for the following fiscal year	Library Audit Committee will work with Library Director, Accountant and the Senior Account Clerk to review recommendations and establish plan of action within 2 months of receipt of audit results	Q3 2017-18 Q3 2018-19 Q3 2019-20 Q3 2020-21 Q3 2021-22
Consistently weigh the cost and value of services to be provided from potential vendors; while maintaining current quality of services	Library staff and the Board of Trustees should evaluate the cost and value of vendors and/or services and ensure the expenditure is in support of established library goals	On-going
	For services in excess of \$30,000.00 in value, the Board of Trustees should conduct a cost-benefit analyses and/or an independent cost estimate to determine the value of the proposal. As the determination dictates, a counter cost proposal or request to reduce costs should be inquired	As required
Review library's management succession policy	Library Director and the Board of Trustees create and implement an organizational management succession plan	Q3 2017-18