



# **Nyack library Long-Range Plan 2022-2026**

## EXECUTIVE SUMMARY

The New York State Department of Education Board of Regents sets standards for public and association libraries under [Education Law, Section 254](#). The Nyack Library, as an association library chartered in New York State, must meet the minimum standards of service according to [Section 90.2 of the Regulations of the Commissioner of Education](#). These standards support improved public library services for the people of New York and are intended to:

- promote quality local public library service in all communities of New York State,
- empower libraries to strengthen community relations and promote public support for quality library services, and
- support a culture of transparency, accountability, and continuous improvement

To comply with the New York State minimum standards for public and association libraries, The Nyack Library must prepare a written long-range plan to guide and direct library services. In addition, the Nyack Library must also provide a board-approved written annual report to the community on the library's progress in meeting its mission, goals and objectives, as outlined in the library's long-range plan of service.

As The Nyack Library enters its 142<sup>nd</sup> year of library service to the communities of the Nyack library service area, we undertook a process to build a long-range plan that will carry the Library through to its 147<sup>th</sup> year of library service. The underlying goal of the long-range plan is to ensure that the Library remains a vital institution that connects community members with the information resources and library services that they need to grow and thrive. While we assume that the strategic plan addresses areas beyond the basic responsibilities of the Library to provide staff, collections and facilities, we recognize that the plan itself needs to ensure that those fundamental components keep pace with the evolving public expectations for library services. A primary responsibility which underpins all other efforts is fiscal management and stability that respects and serves the taxpayers who fund the library while meeting the wage, benefits and career opportunities for the staff.

Since expanding the building eleven years ago, an ongoing challenge for the Nyack Library has been managing the debt incurred in its construction. Now as the building ages and new expectations for library service emerge, new budget challenges present themselves in the form of needed or necessary repair and/or replacement of aging electrical, plumbing and HVAC systems, furnishings, parking, landscaping and walkways. In addition, new challenges emerge for implementing public and staff health, safety and sustainability measures and for providing technology that keeps up with community expectations for service and innovation. While the Library might choose to focus on introducing new services and resources, it can only do so if it sets priorities for budget management and provides adequate resources to accomplish goals and objectives. It should not engage in new initiatives at the expense of providing basic library services.

## KEY PRIORITIES FOR THE FUTURE

- To ensure that staff have the resources they need to meet expectations for providing excellent public service, the long-range plan should seriously address the outstanding debt burden for the library construction.

- To be an employer that can hire and retain experienced and motivated library staff by offering competitive wages, benefits and career growth in a safe and trusting workplace.
- To balance service offerings, including collections, technology and programs, so that the needs of all members of the population, including the underserved or currently inactive library users are welcomed inclusively and equitably.
- To serve as a cherished community educational and cultural institution that embraces its role and responsibility to inspire the exploration and discovery of new ideas and new connections with others.
- To be an active partner by engaging collaboratively with community organizations
- To anticipate and respond to opportunities to act responsibly on sustainability challenges and initiatives.

### **LESSONS LEARNED FROM THE 2016-2021 LONG-RANGE PLAN**

Based on lessons learned from the 2016-2021 Long-Range Plan process, several key ideas emerged and guided the development of the 2022-2026 Long-Range Plan. These lessons are that we need to select long-range objectives and actions that we have the resources to accomplish, that the Plan structure needs the flexibility to adapt to unanticipated challenges and opportunities, that we need to increase accountability by identifying metrics and collecting data to measure progress, that we need to implement a Long-Range Plan communications platform that will help staff document and report on their LRP contributions and will keep the public informed of our progress.

### **STATEMENT ON PLANNING PROCESS**

Library managers, including the Library Director and the Department Heads, collaborated with the Library staff and the Library Board of Trustees to develop the 2022-2026 Long-Range Plan. Beginning in February 2021 and proceeding through a 10-month period, we worked through several phases of activity. The initial effort focused on assessing the effectiveness of the 2016-2021 Long-Range Plan. The next phase focused on building survey tools that could be launched to collect feedback from the Board of Trustees, the community and the staff. This phase also included holding forums where the public and staff could provide additional feedback for consideration. The next phase involved the Department Heads and their staff reviewing the survey and forum data to formulate ideas to respond to the evaluations and suggestions raised by the public and staff. In addition, the Committees of the Board of Trustees met to provide their ideas for new Plan. The final phase focused on the development of the written Plan, including the tools that will be used to outline Action Plans, document efforts and report progress.

To proceed with implementation of the Plan, individual Departments will review the Objectives in each of the Goal Areas and create Action and/or Project plans to meet Objectives that fall in the area of responsibility. These plans will outline the what, why, who, when, and how the tasks are to be undertaken to achieve the Objective. They will identify the schedule, resources needed and the measures of success. In addition, this process is intended to carry through to the annual Performance Goals and special assignments of individual staff members. The intent is to create creating a whole Library awareness of how individual efforts contribute to the wider performance of the Library.

The Project and Performance Goal planning, the monitoring and the communication of Plan progress will proceed continuously throughout the year in a dynamic approach that links work on the goals to individuals and to cross-Library groups. It is expected that the descriptions of Actions or Measures of Success may be modified as needed to reflect the reality of changing demands and circumstances that impact library services. We recognize that any number of unanticipated or unexpected events, or changes to funding, staff, collections, tools, technologies, regional services, or new requirements imposed by governmental authorities will influence and alter the Library's ability to deliver on Long-Range Plans.

We expect to conduct a review of the progress the Library makes on the Long-Range Plan Goals and Objectives three times a year. The review will include the relevant Project Plans that the staff develop and pursue to fulfill LRP Goals and Objectives in the prior period. The review meetings will help staff and managers to better understand Library plans and initiatives as well as their own roles and contributions to the efforts. We will use a Project Planning template to document specific plans to achieve Actions associated with specific Goals and Objectives. We will use a Project Progress form to document tasks undertaken and accomplished. The Project Progress form will generate a spreadsheet that collects the project/task information that includes measures of success, barriers to full completion, and actions to continue and pursue. These documents will be available to staff to review and use as they prepare for the Long-Range Plan Progress Reviews that are planned to occur three times each year.

The schedule for these reviews and reports are:

Triannual Staff LRP Review	September; January; May
Annual Board of Trustees LRP Review	July

### Communication

The Library will maintain a current copy of the Long-Range Plan on the public website and the staff Intranet/LibGuide. Each July, the website will be updated with an Annual Progress Report. In addition, the Library will provide regular updates on the progress of individual LRP initiatives, projects and actions through our social media channels and quarterly newsletter.

### NYACK LIBRARY BY THE NUMBERS

- Population served: 14,999
- # of Cardholders: 9,706
- Size of Collections: 115,280 Items (Print, AV, Digital)
- Weekly Hours of Service: 64 (Fall/Winter/ Spring; 59 Summer)
- Annual Circulation: 103,401
- # of Employees: 54 (15 FT; 39 PT)
- # of Annual Programs: 260 (Adult, Children, Teen)
- Size of building: 34,000 sq. ft.

**GOAL AREA 1: ACCESS TO INFORMATION**

**Goal Statement: Using print, digital and human resources, the Nyack Library will provide the community with access to accurate and reliable information.**

Objective 1: Provide and maintain reliable, diverse and accurate collections, resources and services that enable patrons to discover, explore and use a variety of information sources.

- Actions for this objective include undertaking annual collection evaluations; developing public communication campaigns, conducting annual surveys; eliminating barriers to internal information sharing and creating physical and digital signage that support patrons' use of the Library.

Objective # 2: Provide information resources that include subjects, authors and publishing sources that are diverse and inclusive.

- Actions for this objective include assessing the diversity of collections; setting diversity goals for collection purchases; making the public aware of the diversity of collections; and collaborating with library system partners to ensure that digital collections are diverse.

Objective # 3: Build and maintain promotional campaigns to highlight and market information resources in print, audiovisual and digital collections.

- Actions for this objective include marketing newly purchased materials through visual displays; engaging readers through physical displays of new materials and highlighted collections; and keeping displays refreshed and renewed in a timely manner.

Objective # 4: Provide up-to-date computer hardware, software, public training and other technology resources that support patron access to information and technology resources.

- Actions for this objective include conducting annual assessment of patrons' technology competencies; planning and delivering digital literacy initiatives particularly with older adults; evaluating and purchasing technology to offer hybrid events; planning and presenting programs in hybrid format (in-person + virtual); and establishing sustainable services to curate and develop digital content and experiences beyond the Library walls.

Objective # 5: Evaluate services and resources required to meet the information needs of our underserved, inactive member populations.

- Actions for this objective include Identifying underserved target populations; recognizing and monitoring the changes in community demographics; assessing requirements and developing collections and programs; connecting and partnering with literacy organizations and community leaders; and creating library communications about specific services developed to meet the needs of a target population.

Objective # 6: Provide services, programs and resources that meet the needs and expectations of the community to preserve the local history of the communities served by the Nyack Library.

- Actions for this objective include engaging a preservation consultant to assess and develop plans for Local History services; addressing environmental conditions in the current Local History,

developing and preserving the collection of primary source materials; increasing the accessibility of historical materials; providing programs that highlight Library collections and genealogy resources; and developing Oral History collections through annual projects focused on specific local subject areas.

Objective # 7: Evaluate library resources and services to determine if they create a positive and accessible user experience regardless of the patron's location, access method or objective.

- Actions for this objective include conducting an annual survey to evaluate patron satisfaction with Library collections, resources and services; developing changes to Library collections, resources and services based on survey results; and assessing the library website for possible redesign to enable the public to better engage with digital content and services.

**Responsible**

Department Heads, Department Staff

**Measures of Success**

- Improve Level of Patron Satisfaction through community survey data
- Increase partnership projects and collaborations
- Increase community engagement with library communications
- Increase usage statistics
- Increase local history collections and programs

**Timeline:**

Most of the objectives will be pursued annually.

Objective # 6, which addresses the need to assess and preserve local history resources, includes the specific need to assess the future of both the overall program and the space devoted to it. The assessment work will take place in 2022.

**GOAL AREA 2: COMMUNITY CENTER FOR READING, WRITING AND CULTURAL EXPERIENCES**

Goal Area Statement: The Nyack Library, reflecting the diversity and interests of the community, will serve as a center where our patrons can explore, discover, meet, create and share.

Objective # 1: Deliver services, resources and programs that encourage our patrons of all ages to discover and explore through reading, writing, creating and meeting to share and converse.

- Actions for this objective include conducting an annual survey to evaluate patron satisfaction with educational and cultural services; conducting annual department level educational and cultural services review to identify potential modifications or new initiatives ahead of budget planning; evaluating Library educational and cultural services annually to ensure that they meet goals to be equitable, diverse and inclusive; and creating youth development programs with community partners that focus on writing, reading, creating and technology initiatives.

Objective # 2: Develop a methods and systems for collecting and evaluating current demographics and interests of the Library's community.

- Actions for this objective include collecting and using public records data such as the census to identify social indicators and demographics that impact educational and cultural services to the community; and incorporating the demographics data into the planning of educational and cultural programs for Adults, Teens and Children.

Objective # 3: Identify and expand Community Engagement and Outreach efforts with emphasis on connecting with inactive or underserved library patrons.

- Actions for this objective include partnering with local real estate companies to build an Outreach initiative that connects new residents to the Library District; partnering with local organizations and institutions that serve the needs of underserved library patrons to develop an Outreach initiative to connect with these community members; developing an Outreach Mobile Toolkit that provides Library staff with tools, technology and training to bring library services to public spaces; and collaborating with existing community partners, including government officials, to engage new residents and businesses.

Objective # 4: Develop initiatives for making the Library a center for reading, writing and cultural experiences

- Actions for this objective include developing a schedule for librarian/staff reading recommendation tables/displays in Children's, Teen and Adult collection areas; evaluating and building a plan to reconfigure spaces that are available for study and reading; engaging with community partners to offer writing and performance programs; and expanding book discussion series to include current critical topics such as sustainability, civic life, health and wellness.

Objective # 5: Develop services and initiatives which highlight and reflect the diversity and interests of the community and includes the needs of non-English language speakers.

- Actions for this objective include working with community organizations to address the need for bilingual educational and cultural services; combining the skills and knowledge of the Youth Services and Adult Services Departments to develop and offer intergenerational programs;

developing educational and cultural services that are offered on the weekends and evenings for children and their working parents and caregivers; and collaborating with local subject experts to develop and offer programs for children, teens and adults that promote the reading, writing, and creative life.

Objective # 6: Develop communications and marketing initiatives that promote the Library's educational and cultural services.

- Actions for this objective include evaluating communications to measure the success rate for reaching target audiences; developing annual library marketing and communication plans across all channels (print, digital, and person-to-person); addressing the communications needs of non-English speaking patrons as identified through a review of community demographics; and developing partnerships with community organizations by offering to present and promote library services and resources to their constituents.

**Responsible**

Department Heads, Department Staff

**Measures of Success (based on the 2021 Community Survey results)**

- Improve Level of Patron Satisfaction
- Improve of Employee Satisfaction
- Increase partnership projects and collaborations with community organizations
- Increase community engagement with library communications
- Increase usage statistics

**Timeline:** Most of the objectives will be pursued annually. Objective # 2, which addresses the need to build a process for collecting and using demographic data to shape library programs and actions, will be accomplished in 2022.

**GOAL AREA 3: FISCAL STABILITY**

Goal Area Statement: The Nyack Library will maintain levels of debt, expenses and income that support public service priorities and enable the Library to reduce the long-term debt and maintain reserve funds for capital and emergency expenditures.

Objective # 1: Achieve long-term financial resilience by reducing debt to align with the median level of Ramapo Catskill Library System member libraries.

- Actions for this objective include establishing Debt Retirement fund goals; identifying revenue options to enable Library to decrease long-term debt below \$4,000,000 by 2027; building, funding and implementing a Development Campaign, that includes resources needed to implement plans; developing and implementing plans for renegotiating the debt with consideration for early pay off; and developing and implementing a strategy for public and staff communications regarding financial information.

Objective # 2: Identify and set aside financial resources to support both the operational and capital projects needed to maintain appealing, safe, secure, sustainable and adaptable facilities that satisfy public service priorities.

- Actions for this objective include maintaining Building Maintenance Reserve Funds to provide enough money to cover annual preventative and operational repairs, landscaping and maintenance; developing a Capital Improvement Plan that prioritizes projects and addresses potential space reuse plans; developing budget goals to include refreshing staff areas such as offices, restrooms and common areas; and developing plans to accommodate the increased demand for services in areas such as Programs, Local History and public technology.

Objective # 3: Manage the planning and use of the operating budget to maximize value of purchases.

- Actions for this objective include providing budget management training to employees responsible for purchasing expenses; conducting quarterly department budget performance reviews; conducting annual review and evaluation of the financial information presented to the Board of Trustees and the public and modifying as needed to improve clarity and understanding; conducting annual audit of financial information to ensure the Library is managing tax payer funds and other sources of revenue, as well as debt and expense obligations; identifying and applying for grant opportunities to supplement funds to support Capital Improvement Programs, Local History, technology and digital literacy initiatives.

Objective # 4: Manage the DePew House rental property to maximize financial outcomes and to protect the long-term value of the property.

- Actions for this objective include developing and monitoring the plan and budget for preventative interior and exterior maintenance to reduce tenant maintenance requests; reviewing and revising lease agreement terms to address long term goal for maximizing rent potential; maintaining full occupancy of all 10 office suites; and evaluating options and developing a long-term plan for future use of the property.

**Responsible**

Library Director, Board of Trustees, Business Manager, Department Heads, Department Staff

**Measures of Success**

- Increase revenue from donations, grants and fundraising
- Achieve debt repayment goals
- Plan developed for the future of the DePew House
- Operating and Administrative costs at or below budgeted levels
- New opportunities identified for cost savings
- Increased understanding of the Library's financial situation

**Timeline:**

Objective # 1, which includes significant actions to reduce debt, will be pursued annually once goals and plans are developed by July 1, 2022. Fundraising opportunities will be pursued annually. Debt renegotiation will start by January 1, 2024.

Objective # 2, which includes actions to support operational planning, will be pursued annually.

Objective # 3, which includes an action to train staff on budget management, will be accomplished by July 1, 2022.

Objective # 4, which addresses the need to maximize rental income, includes actions to evaluate lease agreement terms and plan for interior and exterior maintenance. These actions will be accomplished in 2022. It also includes an action to develop a long-term plan for the property, which should be accomplished no later than July 1, 2023.

**GOAL AREA 4: STAFF TALENT MANAGEMENT AND DEVELOPMENT**

Goal Statement: The Nyack Library will actively develop a vibrant, talented and diverse workforce that champions the Library's mission, embraces a shared vision, anticipates and adapts to changing community needs, and engages and welcomes the community both within and beyond the Library walls.

Objective # 1: Create and maintain a workplace where diversity is valued, employees feel connected and motivated to develop their unique skills and ideas to fulfill the Library's mission.

- Actions for this objective include planning a consultant led training to explore with staff, administration and trustees how to create and maintain a diverse, inclusive and equitable workplace; hiring and retaining skilled, technology literate, knowledgeable, adaptable lifelong learners who reflect the diversity of the community; developing a New Employee Orientation program; and conducting an annual survey to assess employee satisfaction with roles, responsibilities, career opportunities and work life.

Objective # 2: Identify and offer career development and training opportunities to enable employees to reach their full potential as library workers.

- Actions for this objective include employees and supervisors working together to identify, document and monitor individual training goals that reflect the needs of the Department, the employee and the Library; developing library-wide annual staff training that covers project management, health, community resources, library principles and technology training; increasing employee involvement and representation at the state and national conferences and library organizations; sending at least one employee annually to the state library and one employee to a national library conference; publicly recognizing employees for their active participation and leadership in local, state and national professional library organizations; providing staff with an opportunity to attend at least two virtual regional training workshops annually; and training staff on where to find training opportunities.

Objective # 3: Create a work environment that serves as a community model for lifelong learning, where employees share a common sense of purpose, and are inspired to be creative, innovative and collaborative.

- Actions for this objective include inviting all employees to participate on at least one staff committee or library project working group; creating an All Staff Big Read book club that selects, reads and discusses a book that is relevant to the library service and work life; establishing a communications channel where employees can share information gathered at conferences and training workshops; and publicly recognizing employees for their leadership and innovations.

**Responsible**

Department Heads, All Department Staff, HR Specialist, Library Director

**Measures of Success**

- Improve rate of employee satisfaction
- Improve employee participation rate in completing annual Staff Survey
- Increase hours spent on training

- Increase conference attendance
- Employee participation rate in Library Committees

**Timeline:**

Objective # 1, which includes actions to hire a consultant to work with the Library and to develop an employee orientation program, will be accomplished no later than January 1, 2023. Other actions will be pursued annually.

Objective # 2, which includes actions to support career development and training, will be pursued annually.

Objective # 3, which includes an action to encourage staff innovation and participation in library initiatives, will be pursued annually.

**GOAL AREA 5: SUSTAINABILITY**

Goal Statement: The Nyack Library will study and plan how to create a sustainable future and how to respond to the potential impacts of the climate crisis on library services, facilities, staff, resources and the community we serve.

Objective 1: Develop an understanding of the Library's current sustainability strengths and weaknesses.

- Actions for this objective include evaluating current efforts to reduce, reuse and recycle library materials, supplies and equipment; identifying landscaping and building maintenance practices that could adapt to more sustainable forms; and creating a plan to address identified sustainability issues.

Objective 2: Demonstrate the Library's commitment to implementing sustainability measures that will increase the resiliency and longevity of Library facilities.

- Actions for this objective include identifying stormwater management issues; developing solutions to better handle weather events such as large rain, wind or snow storms; evaluating the installation of EV charging in the Library Parking Lot; and converting lighting and energy systems to automated management systems.

**Responsible**

Library Director, Department Heads, Department Staff, Board of Trustees

**Measures of Success**

- Identify opportunities for green/sustainable purchasing across every department
- Reduce the amount of non-recyclable materials and supplies purchased
- Increase number of non-fossil fuel based tools, materials and supplies for building and exterior maintenance
- Reduce number of energy efficiency audit recommendations

**Timeline:**

Objective # 1, which includes actions to understand the Library's current strengths and weaknesses, will begin in 2022.

Objective # 2, which includes actions to address sustainability issues specific to the Library's buildings, will begin in 2022.

## Addenda

### Proposed Action Plan/Project Plan Template

**Date Created:** [date project document created]                      **By:** [who creates project document]

**LRP Goal Area:** Goal Area 1, 2, 3 or 4 [text of goal]

**LRP Goal Area Objective:** Objective 1, 2..... [text of objective]

**Action/Project Plan Title:** [five words or less to describe]

**Responsible Dept/Dept Head:**

**Project Team/Staff Assigned:** [who will be working on the project]

**Action/Project Scope:** [describe what will be accomplished]

**Intended Audience:**

**Estimated Length of Time to Complete:**

**Anticipated Completion Date:**

#### Resources Needed

- **Primary Staff Hours:** [estimate of hours needed to work on the project]
- **Support Staff Hours:** [estimate of hours needed to work on the project]
- **Materials & Supplies:** [identify materials & supplies needed to work on the project]
- **Facilities:** [identify facilities needed to work on the project]
- **Technology (SW/HW):** [identify technology needed to work on the project]

**Outline of Tasks:** [identify individual tasks to be accomplished for the project]

**Potential Barriers to Success:**

**Communication Needs:** [how, what and when to share information about the project]

- **Internal** (Admin, Staff, Board)

- **Public**

**Training Needs:** [identify any training needed to accomplish the project]

- **Staff**
- **Public**

**Documentation Needs:** [identify documentation resulting from project activity]

- **Staff:**
- **Public:**

**Measures of Success:** [how to know purpose was accomplished]

## **Proposed Action Plan/Project Progress Report Template**

**Date Report Created:** [date project document created]      **By:** [who creates project document]

**Action/Project Plan Title:** [five words or less to describe]

**Report Time Period:**

**Tasks Accomplished:** [include description of specific actions, including communication, training, and documentation products]

**Anticipated Completion Date:**

**Barriers to Accomplishments:**

**Additional Resources Needed:**

- **Staff Hours:** [estimate of hours needed to complete the project]
- **Materials & Supplies:** [identify materials & supplies needed to complete the project]
- **Facilities:** [identify facilities needed to complete the project]
- **Technology (SW/HW):** [identify technology needed to complete the project]
- **Staff:**
- **Public:**

**Measurement Data Collected:** [describe data collected]

**Measurement Data Location:** [identify digital or physical location of collected data]

**Addenda to be added to the [nyacklibrary.org/2021long-rangeplanning](https://nyacklibrary.org/2021long-rangeplanning)**

- Community Statistics
- Community Survey Data (TBA)
- Community Forum Comments (TBA)

*Approved January 10, 2022*