

The Dennis P. McHugh Piermont Public Library Strategic Plan

Approved 2020

Vision Statement

Within the next three to five years, grow the Piermont Library District (PLD) into the local cultural center of choice for knowledge, learning and resources, providing access to print and other media, adult and child programming, and art, music and literary experiences to local Piermont residents and neighbors. As a source of reliable information promoting personal enrichment and an enlightened citizenship, PLD seeks to expand its footprint through an annual well-managed budget, one-time grants and a capital planning initiative.

Mission Statement

Providing a place where all come to learn, discover, create, and connect.

Key Area:

Programming

Goal #1: To provide programming that meets the changing and varied needs of all demographics of our community.

DESIRED OBJECTIVES

- Broaden Adult education program offerings: classes, seminars, events
- Create teen lounge area and corresponding programming
- Expand children's offerings at all levels

ACTIONS

- Informal focus groups conducted across various demographic groups (parents of children, adults, seniors, adolescents)
- Online survey via email, website and social media
- Assessment of available data
- Staff evaluation of current programming
- Reimagining of physical space of the the building (see Building & Grounds Goal #1)

PARTICIPANTS

- Staff
- Board of Trustees
- Patrons
- Community members

TIMELINE

- Ongoing

RESOURCES

- Trustees conducted focus groups and created the surveys with input from the Director and staff
- Survey Monkey was used to create the community survey
- Library funds through the Building, Grounds and Furniture Committee budget used to purchase new furniture.

EVALUATION

- Survey Monkey will give patrons the opportunity to evaluate programming through an automatic reply when using the Evanced signup calendar.

Key Area:

Collections

Goal #1: To create and maintain a local history collection that reflects Piermont's rich history.

DESIRED OBJECTIVES

- Reorganize current collection for better usability and relevance
- Creation of Oral History project

ACTIONS

- Move collection to a better, more user friendly location in the library.
- Catalog and reorganize for more efficiency.
- Digitize collection for access outside the library.
- Advertise more widely, that PMT has a historical collection for public use.
- Integrate Oral History

PARTICIPANTS

- History Consultant
- Library Director

TIMELINE

- ongoing

RESOURCES

- Grants
- Digital Library Database

EVALUATION

- How often are patrons accessing this collection?
- What are they using it for? How are they using it?
- Are their needs being met?

| | |
|---------------------------------------|--|
| Key Area: Collection | Goal #2: Maintain collection for currency and relevance based on the needs of the community. |
| DESIRED OBJECTIVES: | <ul style="list-style-type: none"> ● Create and maintain a schedule for weeding all collections ● Staying in tune with the needs and demands of the community |
| ACTIONS | <ul style="list-style-type: none"> ● Preplan weeding to ensure entire collection is evaluated over a three year cycle. ● Survey community and review circulation data to determine trends and popular formats of materials ● Identify gaps and areas of need within collection and provide materials in these areas. ● Identify high-circulation materials that need to have edition updates ● Asses and address language needs for material types ● Evaluate collection organization on an annual basis to ensure usability of both materials and housing space. ● Assess collection policies annually to ensure best practices are being utilized. ● Evaluate current organization of non-fiction, condensing the current collection |
| PARTICIPANTS | <ul style="list-style-type: none"> ● Library Director, Library Staff |
| TIMELINE | <ul style="list-style-type: none"> ● Annually – every three years |
| RESOURCES | <ul style="list-style-type: none"> ● Library ILS ● Statistics and Reports ● Bestseller lists and Publishing Guides ● Comparative collections at similar libraries. |
| EVALUATION | <ul style="list-style-type: none"> ● Keep record of books asked for but unable to be filled. ● Keep “no” log for areas our collection was unable to provide for. |

Key Area:

Building & Grounds

Goal #1: *Reimagining library space for maximum effectiveness*

DESIRED OBJECTIVES

- to provide dedicated space for patrons of all ages to enjoy the library - ie: teens, childrens' room, collections, adults
- to create flexible space to accommodate varied programming
- to make current space inviting and user-friendly

ACTIONS

- Hire consultant to evaluate special needs and possible expansions.
- Clean, organize and purge storage areas both behind the desk and in public spaces
- Reorganize the childrens room to make space for new items - ie: train table
- Create spaces that are multi-use for all age ranges.
- Reconfigure the conference room to be useable for varied programming

PARTICIPANTS

- library staff
- library director
- library board
- possible consultant

TIMELINE

- current and ongoing

RESOURCES

- budgeted money for new furniture
- staff hours

EVALUATION

- Has the changes in the library increased patron usage of space and attendance of programs?

| | |
|--|--|
| <p>Key Area: Building & Grounds</p> | <p>Goal #2: Maintain and update existing building for aesthetics and safety needs of the community</p> |
| <p>DESIRED OUTCOMES:</p> | <ul style="list-style-type: none"> ● Complete an evaluation of current building conditions and make a prioritized list of library needs ● Coordinate with current and projected budgets |
| <p>ACTIONS</p> | <ul style="list-style-type: none"> ● Purchase moveable book shelving for children’s room to create larger area for multiple uses. ● Purchase moveable table to replace one that is bolted down for same purposes. ● Replace carpet in children’s room with wood-like tiles for multiple purposes such as art classes and other types of children’s programs. ● Continue to reconfigure community room to allow more open space for meetings and programming by relocating shelving of historical materials and as many as possible of file cabinets. ● Purchasing moveable comfortable furniture to allow using community room space for teen lounge, meditation area and area for learning and socializing. ● Replace carpeting with tiles throughout library for more varied use of all space. ● Investigate new roof when needed. ● Paint interior of building and outside as well. |
| <p>PARTICIPANTS</p> | <ul style="list-style-type: none"> ● Library Director, staff member in charge of programming, Building and Grounds chair and committee, Treasurer to advise |
| <p>TIMELINE</p> | <ul style="list-style-type: none"> ● Continue with work already started to completion |
| <p>RESOURCES</p> | <ul style="list-style-type: none"> ● Funds for purchasing ● Grants |
| <p>EVALUATION</p> | <ul style="list-style-type: none"> ● Increased number of programs in newly designed areas. ● Use of areas by the varied demographic segments of community. |

Key Area:
Building

Goal #2 Expansion for Community Space

| | |
|-------------------------|---|
| DESIRED OUTCOMES | <ul style="list-style-type: none">● To explore options and ultimately devise a plan for renovating and expanding the existing building |
| ACTIONS | <ul style="list-style-type: none">● Conduct long range feasibility study of present building and surroundings to determine whether and how expansion of the library can take place.● Involve community follow up to above study when and if feasibility is determined.● If expansion deemed impossible, investigate reconfiguring present area using moveable shelving throughout or other methods of opening up main room for greater programming possibilities and community use. |
| PARTICIPANTS | <ul style="list-style-type: none">● Library Director, Treasurer, Building and Grounds Chair and Committee, Representative of Feasibility Study, Community Representative when necessary. |
| TIMELINE | <ul style="list-style-type: none">● Start study as soon as possible. Rest to take place after funding is studied. |
| RESOURCES | <ul style="list-style-type: none">● Funding as determined by the needs and projects to be determined with Treasurer and Budget and Finance Committee.● Grant money |
| EVALUATION | <ul style="list-style-type: none">● Discussion with board when feasibility study completed.● Schedule and monitor ensuing projects as needs and funding possibilities are established. |

| | |
|---|---|
| <p>Key Area: Staff Development</p> | <p>Goal #1: Staff Retention for optimum continuity</p> |
| <p>DESIRED OUTCOMES:</p> | <ul style="list-style-type: none"> ● Maintain a cohesive staff that works well together and supports the library mission and vision |
| <p>ACTIONS</p> | <ul style="list-style-type: none"> ● Keep an open dialog with staff to ascertain their needs and professional goals. ● Work with staff to fulfill those goals and needs within the library. ● Maintain flexibility for scheduling, assignments, and position within the library. ● Keep pay rates and benefits abreast with career standards and provide opportunities that make our library a desirable place to work. ● Actively encourage development and advancement within our library to maintain interest and growth. |
| <p>PARTICIPANTS</p> | <ul style="list-style-type: none"> ● Library Director, Library Staff, Personnel Committee |
| <p>TIMELINE</p> | <ul style="list-style-type: none"> ● Annually |
| <p>RESOURCES</p> | <ul style="list-style-type: none"> ● Annual Directors' survey comparing pay rates of Rockland County Libraries ● Research pay and benefits at locations in the surrounding areas. |
| <p>EVALUATION</p> | <ul style="list-style-type: none"> ● Have periodic check-ins to see that needs are being met, for both the staff and library. |

Key Area:

Staff Development

Goal #2: Staff training and education for professional growth

| | |
|--------------------------|---|
| DESIRED OUTCOMES: | <ul style="list-style-type: none">● To ultimately provide a supportive professional work environment, where staff members can grow to their full potential |
| ACTIONS | <ul style="list-style-type: none">● Work with each staff member to form an action plan for personal growth in their job knowledge and library knowledge.● Provide and conduct regular training opportunities on necessary topics for all staff● Create professional standards for all staff that include benchmarks of progress within and specific to our Library● Facilitate open discussion regarding opportunities for professional growth● Maintain a healthy budget for funding staff development opportunities and encourage all staff to utilize. |
| PARTICIPANTS | <ul style="list-style-type: none">● Kristine Palacios, Library Staff, Personnel Committee |
| TIMELINE | <ul style="list-style-type: none">● Annually updated. |
| RESOURCES | <ul style="list-style-type: none">● WebJunction Courses● Conferences● RCLS Training and Seminars |
| EVALUATION | <ul style="list-style-type: none">● Evaluate progress and successfulness on an annual basis with performance reviews. |

Key Area:

Technology

Goal #1: Design and update a technology plan

DESIRED OBJECTIVE

- To provide access to updated hardware and software for both staff and patrons (to include desktops, laptops, e-readers, projectors and televisions)
- To align and anticipate purchase of new and updated technology with future budget plans

ACTIONS

- Evaluate current computers and assess current needs.
- Create a detailed plan on when current computers will be replaced and rotated out.
- Evaluate existing technology lease agreements and update accordingly

PARTICIPANTS

- Library staff
- Technology Committee

TIMELINE

- ongoing

RESOURCES

- research on most current computer needs
- RCLS guidelines on library technology needs and updates

EVALUATION

- Technology committee will review and oversee the implementation of the tech plan

Key Area:

Technology

Goal #2: Staying on top of technology trends in order to provide digital education and opportunities to the community

DESIRED OBJECTIVES

- Ensuring the most current and popular ways of accessing information and materials are available to patrons both in the library and through their personal devices.
- Creating meaningful training sessions for patrons to learn how to use the various applications available.

ACTIONS

- Purchase and install current software on library patron and staff computers
- Purchase current applications for patrons to access from through the library website or personal download
- Provide opportunities for staff to become experts in the various digital applications
- Develop a training model for staff to teach patrons how to use software and applications

PARTICIPANTS

- Library staff
- Technology committee

TIMELINE

- ongoing

RESOURCES

- RCLS guidelines and recommendations

EVALUATION

- Technology Committee will oversee and evaluate the process of selecting and purchasing software applications
- Ongoing evaluation of which applications are used and which are not.

| | |
|--|---|
| Key Area: Community Involvement | Goal #1: Forge connections with local schools, community organizations and businesses |
| DESIRED OUTCOMES: | <ul style="list-style-type: none"> ● To maintain a presence in the community - both in the village and in South Orangetown – in which the library is viewed as a central location and an essential partner. |
| ACTIONS | <ul style="list-style-type: none"> ● Continue to collaborate with high school film students ● Initiate a program with middle and high school students to present a platform for them to share their creative written works ● Continue to offer a local book sale that engages patrons from all demographics ● Strive to work collaboratively with the Piermont Historical Society and the Village to initiate the preservation of oral history and to insure the preservation of all forms of historical documents ● Continue to work toward creating an inviting space so that members from all demographics of the community feel welcome and comfortable ● Continue to collaborate with the four other libraries in South Orangetown to provide enriching programs and services ● Initiate more expansive programming that involves a variety of sectors of the community we aren't currently engaging, such as Police and Fire Departments, the Piermont Civic Association, and local Farmer's market. ● Initiate discussion of off-site programming that is more accessible to seniors |
| PARTICIPANTS | <ul style="list-style-type: none"> ● Library Staff ● Trustees ● Piermont Historical Society ● Piermont Civic Association ● Piermont Police and Fire Departments ● Local Schools ● Dowling Gardens, Thorpe Village Senior Center, senior groups that meet locally, such as the senior group that meets at St. John's ● The Outside In |
| TIMELINE | <ul style="list-style-type: none"> ● Ongoing |
| RESOURCES | <ul style="list-style-type: none"> ● Donations from Foundations ● Grants ● Policy Manual |
| EVALUATION | <ul style="list-style-type: none"> ● Program Statistics that help gauge popularity ● Strategic Plan Surveys |

Key Area:

Community Involvement

Goal #2: Expanding opportunities for volunteer involvement in the library

| | |
|---------------------------|--|
| DESIRED OBJECTIVES | <ul style="list-style-type: none">● to garner community support to help fundraise● to continue to establish community connections with SOCSO |
| ACTIONS | <ul style="list-style-type: none">● To create a Volunteer Coalition, somewhat like a “Friends” association, that can take charge of and establish fundraising events throughout the year. Such events could include:<ul style="list-style-type: none">○ Book Sale○ Wine and Cheese○ Paint n’ Sip● Connecting with TZ High School Community Service Opportunities● Connect with the Community Engagement Center |
| PARTICIPANTS | <ul style="list-style-type: none">● Library Director● Community Participants● Members of the SOCSO community |
| TIMELINE | <ul style="list-style-type: none">● ongoing |
| RESOURCES | <ul style="list-style-type: none">● community input |
| EVALUATION | <ul style="list-style-type: none">● establish a protocol for evaluating effectiveness of Volunteer Coalition |

Key Area:
Policy

Goal #1: To update the Policy Manual for staff and trustees

| | |
|---------------------------|---|
| DESIRED OBJECTIVES | <ul style="list-style-type: none">● to create one easily accessible manual that clearly outlines all current policy |
| ACTIONS | <ul style="list-style-type: none">● Carefully assessing each existing policy and organizing the manual in a manner that is clear and easy to index● Create a review cycle for existing policy● Explore and review current insurance coverage● Providing updated information about RCLS trainings |
| PARTICIPANTS | <ul style="list-style-type: none">● Policy committee● Board of Trustees● Director |
| TIMELINE | <ul style="list-style-type: none">● Ongoing |
| RESOURCES | <ul style="list-style-type: none">● Current policy manuals● RCLS |
| EVALUATION | <ul style="list-style-type: none">● Staff and trustee input |

Key Area:
Policy

Goal #2: To establish protocols for Trustee Training.

DESIRED OBJECTIVES

- To ensure that all trustees are informed of their duties and responsibilities.
- To establish an Orientation process for new trustees
- To create a document outlining the roles and responsibilities of each committee

ACTIONS

- Committee meeting to organize trustee training information
- Input from each committee on roles and responsibilities

PARTICIPANTS

- Policy Committee
- Board of Trustees

TIMELINE

- Ongoing

RESOURCES

- Trustees
- RCLS

EVALUATION

- Trustee input

Key Area:
Finance

Goal #1: Efficient fiscal forecasting and budgeting

| | |
|--------------------------|---|
| DESIRED OUTCOMES: | <ul style="list-style-type: none">● An approved budget in a timely fashion in accordance with NYS regulations. |
| ACTIONS | <ul style="list-style-type: none">● Ongoing monitoring and reporting of monthly revenue and expenses.● Reviewing and evaluating vendor contracts prior to renewal dates● Assessing usage data to project future costs● Monitor program efficacy and operating efficiencies from a fiscal standpoint● Provide meaningful monthly fiscal reporting to the board |
| PARTICIPANTS | <ul style="list-style-type: none">● Budget and Finance Committee members● Library Director |
| TIMELINE | <ul style="list-style-type: none">● Ongoing |
| RESOURCES | <ul style="list-style-type: none">● Monthly Financial Reports● Usage Statistics● Program evaluations● Staff and community feedback |
| EVALUATION | <ul style="list-style-type: none">● Monitor usage trends● Budget and Finance Committee Quarterly Reviews |

Key Area:
Finance

Goal #2: Maintain prudent fiscal management

**DESIRED
OUTCOMES:**

- To provide proper fiscal guidance to the board of directors, to stay within the confines of a well-maintained budget.
- To have a budget in accordance with accepted accounting standards and applicable New York State law for non-profit organizations.

ACTIONS

- Oversee and approve all library expenses
- Establish reserve funds to address capital improvements as needed
- Invest any targeted excess funds within governmental guidelines
- Conduct building expansion feasibility studies to establish capital requirements
- Maintain conservative fiscal outlook to ensure additional tax levies are based on community needs.
- Regular Fiscal Audit

PARTICIPANTS

- Budget and Finance Committee members
- Library Director
- Board of Trustees

TIMELINE

- Ongoing
- Feasibility Studies to be completed in 2020

RESOURCES

- Monthly Financial Reports
- Usage Statistics
- Consultants

- Program evaluations
- Staff and community feedback

EVALUATION

- Monitor usage trends
- Budget and Finance Committee Quarterly Reviews