

# **Red Hook Public Library**

## **Long-Range Plan**

**Presented to the**  
**Red Hook Public Library Board of Trustees**

**July 18, 2013**

**Erica Freudenberger**  
**Library Director**

## BACKGROUND/INTRODUCTION

Established on June 15, 1898, Red Hook Public Library has been serving the village of Red Hook for more than 115 years. A provisional charter was granted by the University of the State of New York on June 27, 1898. A permanent charter was granted on April 26, 1904. In 1959 it joined the Mid-Hudson Library System, which brought more than 60 libraries in five counties together to improve services to patrons and codify library services throughout the region. In 2002 a group of residents, with the permission of the Red Hook Library Board of Trustees, formed a Friends group. On January 21, 2003, the Friend's group incorporated under the title of the *Friends of the Red Hook Public Library, Inc.*

Today the Red Hook Public Library has more than 4,500 active cardholders. It is chartered to serve the Village of Red Hook (population 1,961), but serves the entire town of Red Hook as well as a portion of the Town of Milan. The Town of Red Hook is approximately 105 miles north of New York City. It has two villages and two hamlets for a total population of 11,319 (2010 census). It is home to Bard College.

The library is an octagonal building constructed in 1865 by Allan Barringer Hendricks as a private home. The building was purchased by Red Hook Public Library in 1935 for \$3,850. The library has three floors, made ADA-accessible with the construction of an addition to the rear of the building in 2010-2011. A children's library was created simultaneously, bringing the usable footage to 4,760 square feet.

The ground level floor currently houses the renovated (2011) children's library and tween room. The main floor houses the main collection of books, DVDs, CDs, public access computers and a teen room. The top floor has approximately 1,000 square feet of space which houses the Library Director's office and three rooms that could be community meeting rooms and staff workspace once the electrical system is updated and an HVAC system is installed to control heating and cooling.

Red Hook Public Library has many strengths, but there are needs that must be addressed to ensure it has the basic building blocks for the successful implementation of this long-range plan. A priority is a sustainable funding structure – both short term and long term; without the benefit of a solid financial base, it will become increasingly more difficult to maintain and update the services expected.

Maintaining a professional, knowledgeable and efficient staff is a priority. With the recent influx of people coming from New York City, the increase of Bard College students living in the villages, and the rise in the average age of our citizens, the demand for new and improved library services has hit an all-time high, placing considerable stress on the staff, current space and budget.

As the library moves toward its goal of becoming a valued community resource, the need for more modern means of gathering and disseminating information in databases, for current audio & visual materials, creative educational and cultural programming, state-of-the-art technological services, and meeting projected space requirements have all been considered in developing this long-range plan.

This plan, designed to meet the future needs of our community, will set the library's course for the next five years. It will serve as a guide for future development and help to establish priorities for the allocation of resources and the development of services within the space available. It recognizes the necessity for advocacy within our community and for a sustainable funding structure, and establishes a direction and plan for achieving the library's mission and the community's goals for the library.

## **VISION STATEMENT**

*Red Hook Public Library is a place of ideas, creativity and imagination. Our vision is to create innovative opportunities that enrich the lives of Red Hook residents by providing information that inspires curiosity and leads to learning experiences for patrons of all ages.*

## **MISSION STATEMENT**

*The mission of the Red Hook Public Library is to encourage free and open access to learning, to be a place where Red Hook connects and a place for all to experience the joy of reading and the power of information.*

## **CURRENT ENVIRONMENT** (*Internal and External*)

### **Budget:**

- The Red Hook Public Library has an operating budget of \$250,000.
- The budget reflects a combination of funding; a 2011 Chapter 414 Budget Referendum of \$225,000 and a 259, passed in 2004 for \$25,000.

### **Staffing**

- The Red Hook Public Library has one full-time director, and 15 part-time employees.
- Based on a 40-hour week, the library has the equivalent of 4.6 full-time employees.
- The library is open 51 hours a week, 52 weeks each year. It is closed for all Federal holidays.

### **Administrative**

- The Red Hook Public Library has one full-time director who is responsible for the complete management of the library – including personnel, outreach, public relations, collection development, acquisitions, marketing, facilities, operations, etc.

### **Technology**

- A recent tech inventory revealed that many of the library's computers are overdue for replacement. Nine of the library's 13 computers are more than five years old.

### **Economic Factors**

- As of the last census, Red Hook's unemployment rate of 8.5%; 7.9% was the national average.
- The Red Hook poverty rate of 9.1% is lower than the national average.
- The median worker income in Red Hook, NY is \$37,824.
- Red Hook workers work 39 hours per week on average.
- Workers: 48.4% commute under 25 minutes, 31.2% travel 25-45 minutes, and 20.4% commute more than 45 minutes.

### **Community Demographics**

- According to the 2010 census, the population of the Town of Red Hook is 11,319 (The Village of Red Hook has a population of 1,961).
- As can be seen in the census information below, Red Hook is growing older.
- Population change since 2000: +8.7%
- Median resident age: 42.7 years
- The town's residents are 57.9% married and 42.1% single.
- 85.1% of people in Red Hook were born U.S. citizens; 14.9% were born outside of the country.
- The city's population is 32.9% college educated. 88.7% have a high school diploma or a GED.
- The majority (91.4%) of the Red Hook population is Caucasian.
- Men make up 46.7% of the population and women make up 53.3%.

### **Political Factors**

- The Town of Red Hook has two villages: Red Hook & Tivoli. Each village has its own library.
- The Town is interested in consolidating with the two villages.

## NEEDS OF THE COMMUNITY

*The information below has been gathered from focus groups and community assessment interviews. It has been used as a guide in selecting library services and goals for the library's long-range plan.*

- **Computers:** Not enough space; update computers; technical training for staff; program to lend laptops in library (need area for patrons to use laptops)
- **Customer Service:** Good to excellent; staff needs internal communication system between floors; would like to have a Spanish-speaking staff member; reach out to Latino community with education programs; program to train & oversee volunteers; Main desk area lacking in space – often long lines
- **Community Room:** Need for a community space in library; current space is unattractive (Main floor and second floor); Comfortable, quiet, reading room (area); High school and Bard students need space to study off campus
- **Storage:** Not enough storage
- **Parking:** Improve area; better signage; paved parking area; Concrete stops near pond area
- **Pond:** Develop area so it can be used; create artist rendition of area in order to promote it; use for children's programs (insects, plants, etc.)
- **Community Outreach:** Programs involving Bard students, Sister Cities etc. Create a permanent presence for Bard at library through a paid internship program (establish fund through Center for Civic Engagement), Create link with Library web to Bard & center for Civic Engagement, Summer intern/camp with Bard students, Collaborate with police dept. on programing, Collaborate with schools, Classroom visits about library, Attend library media specialist meeting at school, Connect with ESL students
- **Programs:** Social media classes, Spanish speaking classes, Writing workshop for 9<sup>th</sup> grade with Bard, More teen programs, More programs for adults/seniors, Programs for kids that do not do sports, Outdoor programs, Involve boy scouts and girl scouts, Create a local history room for students to have access to primary sources, Provide gallery space for schools to display artwork by students, Collaborate with police on Bike rodeo and bike safety, Bass fishing/fishing programs for children, Archery and hunting programs for children
- **Collection:** Books on fishing, hunting and history for children

## **RED HOOK PUBLIC LIBRARY'S SERVICES**

*The following three library services were chosen to be Red Hook Public Library's areas of focus since they best express the mission of Red Hook Public Library and the goals of the community.*

### **Community Commons**

The library will address the need of residents to meet and interact with others in their community and to participate in public discourse about community issues. It works closely with other community agencies and organizations to provide a coordinated program of social, cultural and recreational services.

### **Lifelong Learning & Popular Materials**

The library will help address the desire for self-directed personal growth and development opportunities. It will offer material to meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life. It will feature current, high-demand, high-interest materials in a variety of formats for people of all ages. The library actively promotes and encourages the use of its collection as well as fulfilling community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

### **Preschooler's Door to Learning**

The library will have programs and services designed to encourage young children to develop an interest in reading and learning before entering school. It will introduce children, and adults concerned with children, to a wide range of materials and formats. Parents and other adult caregivers will be able to locate materials on reading readiness, parenting, child care, and child development.

**LIST OF GOALS**

- GOAL 1:** *Operate and maintain a facility reflecting the changing role of the library to meet the needs of the community.*
- GOAL 2:** *Provide patrons with safe and welcoming spaces to meet and interact with others or to sit quietly and read*
- GOAL 3:** *Encourage collaboration between Red Hook Public Library and community groups through innovative outreach activities to raise the profile of the library and its services.*
- GOAL 4:** *Provide patrons with the resources they need to explore topics of personal interest and continue to learn throughout their lives.*
- GOAL 5:** *Provide access to the latest technology.*
- GOAL 6:** *Maintain a trained and highly motivated staff that will consistently deliver professional, knowledgeable and outstanding service to all patrons.*
- GOAL 7:** *Create a financially sustainable library able to providing programs and services that respond to the needs of the community.*
- GOAL 8:** *Provide programs and services designed to prepare preschool children to enter school with a general knowledge of reading, listening and learning; introduce children, and adults concerned with children, to a wide range of materials and formats.*

## COMMUNITY COMMONS

**GOAL 1:** *Operate and maintain a facility based on the changing role of the library as it meets the needs of the community.*

**Objective 1.1:** *Identify parts of the population that are not using the library; determine what their needs are and ways to meet those needs.*

- a. **Activity:** Make a comparison study of the demographics of the community vs. patrons using the library – identify segments of the population not using the library’s services.
- b. **Activity:** Hold focus groups targeting identified segments of the population not using the library’s services for the purpose of determining and meeting the needs of this targeted group.

**Timeline:** By end of 2013.

**Objective 2.1:** *Determine needs of the community as a whole, as they relate to Library services.*

- a. **Activity:** Meet with community stakeholders and hold focus groups every three years (occurring again in 2016) for the purpose of determining and meeting the needs of the community.

**Timeline:** By end of 2016.



## COMMUNITY COMMONS

**GOAL 2:** *Provide patrons with safe and welcoming physical places to meet and interact with others or to sit quietly and read.*

**Objective 1.2:** *Improve the upper floor of the library to create a meeting room and a reading room that will be available to the public during regular library hours.*

- a. **Activity:** Work toward de-cluttering the upper floor space in order to make it more accessible to patrons for meetings and programs in the near term.
- b. **Activity:** Look into grants and other avenues of funding to enable some immediate and necessary upgrades to the upper floor.
- c. **Activity:** The Library Director will work with Board of Trustees to develop a plan for reconfiguring the space on the upper floor so that it may be utilized for programs and group meetings.
- d. **Activity:** Work with the Board of Trustees toward moving to sustainable funding to enable necessary upgrades and staffing for the upper floor.

**Timeline:** From 2014-2018.

## COMMUNITY COMMONS

**GOAL 3:** *Encourage collaboration between the Red Hook Public Library and community groups through innovative outreach activities that will raise the profile of the library and its services.*

**Objective 1.3:** *Establish ongoing communication with organizations in the community.*

- a. **Activity:** Library Director or Library Trustee will regularly attend community group meetings (e.g. Red Hook Together).
- b. **Activity:** Library Director will develop collaborations with other organizations (e.g. Read Local Red Hook Literary Festival, Volunteer Fair, Sister City Committee)

**Objective 2.3:** *Develop targeted communications through recognized and innovative social media sources.*

- a. **Activity:** The Library Director will develop an editorial calendar at the beginning of each year.
- b. **Activity:** Library Director and designated staff will create and dispense pertinent information about the library through the library's monthly E-mail newsletter, social media sources, Friends of the Red Hook Public Library, newspapers and TV, according to the editorial calendar.
- c. **Activity:** Library Director and designated staff will develop and implement a plan to promote library services and programs through visual means within the library building and on library property: i.e. TV screen at desk area, bulletin boards, posters, handouts (bookmarks, brochures, etc.), outdoor signage, outdoor lighting, etc.
- d. **Activity:** Library Director and/or designated staff will continue to develop and market the library's Web site as the place to go for 24/7 information on the library's services, products, materials and programs.

**Timeline:** From 2014 – 2019.

## LIFELONG LEARNING

**GOAL 4:** *Provide patrons with the resources they need to explore topics of personal interest and continue to learn throughout their lives.*

**Objective 1.4:** *Provide and expand products, services and programs to meet the needs of the community.*

- a. **Activity:** Library Director will maintain the library's collection according to the Collection Development Policy.
- b. **Activity:** Library Director and staff will abide by the Resource Sharing Standards, as set by the directors of the member libraries of Mid-Hudson Library System.
- c. **Activity:** Library Director and staff will increase public awareness and marketing of library materials, products services and programs to promote support. *(See page 9, Goal 3)*
- d. **Activity:** Library Director will work with the Board of Trustees to increase Collection Development budget line in order to provide a wide range of materials for patrons.

**Timeline:** Ongoing, 2014 through 2019.

**Objective 2.4:** *Increase attendance at library programs for teens and adults by 15% by year-end 2015.*

- a. **Activity:** Library Director will work with the Board of Trustees to provide a budget line (approximately \$10,000) for the purpose of hiring a part-time staff person to develop and implement a dynamic schedule of library programs for teens and adults.

**Timeline:** Ongoing, 2014 through 2019.

## LIFELONG LEARNING

### **GOAL 5: *Provide patrons with access to the latest technology.***

**Objective 1.5:** *Upgrade broadband access to premier level to better meet the needs of the community by year end 2015.*

- a. **Activity:** Library Director will work with the Board of Trustees to add a budget line (approximately \$2,500) to upgrade broadband access to premium level.

**Timeline:** 2014 through 2015.

**Objective 2.5:** *Develop a technology schedule to upgrade and/or replace outdated computers by year end 2014.*

- a. **Activity:** The Library Director will work with the Board of Trustees to create a budget line to upgrade and/or replace outdated technology on a yearly basis.

**Timeline:** 2014 through 2019.

**Objective 3.5:** *Integrate the latest audiovisual equipment and technology to support library and community programs i.e., a smartboard, digital projector, DVD player, large screen TV and an assistive listening system for the hearing impaired.*

- a. **Activity:** Library Director will develop a plan and cost analysis to integrate the latest in audiovisual equipment and technology into the library.
- b. **Activity:** The Library Director will work with the Board of Trustees to create a budget line for the latest in audiovisual equipment and technology.

**Timeline:** Ongoing, 2014 through 2019.

**Objective 3.5:** *Provide patrons with adequate and comfortable computer and laptop workstations on one or more floors of the building.*

- a. **Activity:** Library Director will work with the Board of Trustees to reconfigure space on the main floor and create space on upper floor for additional public access computers.
- b. **Activity:** Library Director will work with the Board of Trustees to increase the personnel budget line to provide additional staff to supervise computer area(s) during library hours.
- c. **Activity:** Library Director will work with the Board of Trustees to increase funding for additional staffing.

**Timeline:** Ongoing, 2014 through 2019.

## LIFELONG LEARNING

**GOAL 6:** *Maintain a trained and highly motivated staff that will consistently deliver professional, knowledgeable and courteous services to all of its patrons.*

**Objective 1.6:** *Provide professional development training to library staff in areas such as customer service, time management, library resources and computer skills by year end 2014.*

- a. **Activity:** Library Director will implement a minimum of one or more mandatory training sessions (in-house, off-site, conference or networking event) annually for library staff.
- b. **Activity:** Library Director will work with Board of Trustees to create a budget line (recommending \$5,000) for staff education/training both on-site and off-site.

**Timeline:** Ongoing, 2014 through 2019.

**Objective 2.6:** *Develop a system to identify staff training needs on an annual basis.*

- a. **Activity:** Library Director will provide all staff with a yearly review of library services.
- b. **Activity:** Library Director will conduct yearly staff evaluations.

**Timeline:** Ongoing, 2014 through 2019.

**Objective 3.6:** *Utilize volunteers to assist staff with library services.*

- a. **Activity:** Library Director will work with Volunteer Coordinator to establish a system for recruiting, hiring and training volunteers
- b. **Activity:** Library Director will work with the Board of Trustees to allocate funding for one part-time staff member (Head of Circulation/Volunteers) to recruit, organize, train and oversee staff and volunteers.

**Timeline:** Ongoing, 2014 through 2019.

**Objective 4.6:** *Assist patrons with obtaining information to resolve an issue or answer a question and help patrons learn the skills to search for, locate, evaluate, and effectively use information to meet their needs.*

- a. **Activity:** Library Director will arrange for staff to have the training they need to be skilled and confident in teaching others to locate, analyze, and use information.
- b. **Activity:** Adult Program coordinator will establish a regular calendar of hands-on classes for patrons demonstrating how to use the full range of library services, including databases and the Online Public Access Catalog.
- c. **Activity:** Library Director will work with the staff to develop brochures for most frequently asked questions.

**Timeline:** Ongoing, 2014 through 2019.

## LIFELONG LEARNING

**GOAL 7:** *Create a financially sustainable library that is capable of providing programs and services that respond to the needs of the community.*

**Objective 1.7:** *Library Director will work with Board of Trustees to create a financially sustainable library.*

- a. **Activity:** Library Director and Board of Trustees will explore funding options, including Chapter 414, 259, Special District and School District funding models.
- b. **Activity:** Board of Trustees will create a committee to create an Endowment fund by year end 2015.

**Timeline:** Year end 2015

## PRESCHOOLERS' DOOR TO LEARNING/EARLY LITERACY

**GOAL 8:** *Provide programs and services that are designed to prepare preschool children to enter school with a general knowledge of reading, listening and learning; Library programs will introduce children, and adults concerned with children, to a wide range of materials and formats.*

**Objective 1.8:** *Red Hook Public Library will encourage young children to develop an interest in reading and learning through programs and services for parents, adult caregivers, and children together.*

- a. **Activity:** The Youth Services Staff will provide regular Early Literacy Workshops (Story Time) for the public.
- b. **Activity:** Youth Services Staff will provide programs and resources to encourage family literacy and to explore our literary heritage.
- c. **Activity:** Library Director, Youth Services Advisor and Youth Services Staff will provide a range of materials to develop a family-wide passion for lifelong learning.

**Timeline:** Ongoing

**Objective 2.8:** *Red Hook Public Library will make available through its collection material for adults concerned with children on reading readiness, parenting, child care, and child development.*

- a. **Activity:** Library Director, in conjunction with the Youth Services Advisor and Youth Services Staff, will keep collection up-to-date with relevant materials.

**Timeline:** Ongoing

**Objective 3.8:** *Red Hook Public Library will maintain a close relationship with the Red Hook Central School District in order to meet the ongoing needs of its students.*

- a. **Activity:** Youth Service staff will communicate regularly with the Red Hook Central School library media specialists to coordinate services.
- b. **Activity:** Youth Services Advisor and/or Library Director will meet with the Red Hook Central School Superintendent to coordinate efforts and stay abreast of education initiatives.

**Timeline:** Ongoing

## **INTERNAL IMMEDIATE GOALS**

1. Work toward sustainable funding (Chapter 414 Budget Referendum/259/Special District/School District)
2. Improve HVAC & Electrical systems of building
3. Wire the building for technology
4. Replace computers four years old or older (and any running Windows XP)

## **INTERNAL LONG-TERM GOALS**

1. Sustainable funding for the short & long term
2. Chapter 414, 259, Special District, School District
3. Capital Campaign
4. Endowment Fund
5. Join Civil Service
6. Full set of policies in place
7. Bring staffing to appropriate levels
  - a. One additional full-time person to do bookkeeping, administrative (scheduling, training), and coordinate facility upkeep
  - b. One part-time adult program coordinator
  - c. One part-time teen program coordinator
  - d. One part-time volunteer coordinator



**Ongoing:**

- Base the budget on the Long-Range Plan (prioritize goals!).
- Library Director will develop a process for evaluating whether or not the library is reaching the goals and objectives of the Long-Range Plan.
- Library Director will present a quarterly review of the Long-Range Plan's goals and objectives to the Board of Trustees.
- The Library will use a "rolling" process in which one year is "added" or revised when the current year is completed (or nearly completed).