MONROE FREE LIBRARY

LONG-RANGE PLAN
2022 - 2026

MONROE FREE LIBRARY

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LONG-RANGE **PLAN**

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LONG-RANGE PLAN

INTRODUCTION

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The Monroe Free Library FY2022-FY2026 Long-Range Plan is intended to guide and describe the library's priorities for the next five years. This plan includes an overview of the library's demographics; a snapshot of our users; a description of our process, and most importantly the goals, objectives, and outline of the ways to measure our success.

This is a collaborative and ambitious plan that the Monroe Free Library Board of Trustees and library staff will strive to achieve. It is important to note that technology, funding, trends, and community needs can change within this five-year time, and while this is the plan we set forward to achieve, we will remain flexible and receptive to our community.

LONG-RANGE PLAN

PROCESS

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A committee comprised of MFL Board of Trustees and Library Administration was formed in the summer of 2021. Through a series of meetings and emails, this committee designed the surveys, coordinated focus groups, facilitated Strengths, Weaknesses, Opportunities, Threats (SWOT) activities, compiled results, and developed goals and initiatives and published the report. To generate participation in the planning process, MFL launched a widespread information gathering process to solicit input from individuals within and outside the library. The strategic planning process included:

- Meetings with Long-Range Plan Committee and library staff

- Community focus groups (See Appendix A for Focus Group Questions & Summary of Responses)

- Online survey—185 responses (See Appendix B for Survey Questions & Summary of Survey Data)

- SWOT Analysis by Staff (See Appendix C for SWOT Results)

- Development of goals, objectives, action plans

- Submission of the final plan to the Board of Trustees

2022-2026 LONG-RANGE PLAN COMMITTEE

- Nucula Brown, MFL Board of Trustees, Committee Chair
- Patricia Shanley, MFL Board of Trustees President
- Diane Egan, MFL Board Trustee
- Amanda Primiano, MFL Executive Director
- Mary Duffy, MFL Assistant Director

Through input gathered during the planning process, and our experience bringing library services to market, we evaluated the appropriateness of future goals, directions or initiatives, as follows:

- Does it align with the Library's Mission Statement?
- Is it practical and actionable?
- Does it address strategic goals?
- Is it in the best interest of the public?
- Does the Library have the necessary financial resources?
- Does the Library have the necessary human resources?
- Does the staff have the necessary expertise to undertake the proposed initiative?
- Does it provide a favorable return on taxpayer investment?
- Does it offer opportunities for community partnerships?
- Does it help market and brand the library?

BACKGROUND

Established in a room at the back of a local store in April 1908, the Monroe Free Library has continued to grow at 44 Millpond Parkway. The last expansion was completed in March 2015 which brought the total square footage to 7,000.

MFL operations include administration; acquisitions; cataloging; interlibrary loan, and fiscal management. Our patrons are offered age-appropriate programs, both educational and entertaining; reader's advisory services, and the use of public computers and meeting rooms. Homebound delivery service is available to our temporary or permanently disabled patrons.

The Monroe Free Library's service area includes the Villages of Monroe and Harriman, and the unincorporated areas of the Town of Monroe. The library is centrally located in downtown Village of Monroe. It is open 58.5 hours a week, above our library system average. The number of registered patrons holding library cards that have been used in the last twelve months is 8,593 which is equivalent to approximately 3.5 percent of the service area population.

The administration and staff always abide by the policies which have been adopted by the Library Board of Trustees and the Code of Ethics of the American Library Association. We recognize that we have been entrusted by our community to manage resources contributed through taxes and donations. We hold ourselves accountable for the efficient and effective use of all resources—people, time, assets, and funds.

WHY WE DO WHAT WE DO
MISSION

The Monroe Free Library aims to provide the residents of the library service area the open, timely and equal access to information and resources using a variety of delivery methods and formats. **The mission of the library is to:**

- Offer and maintain access to classic and cutting-edge materials and technology.
- Initiate programming that stimulates and enlightens patrons of all ages.
- Cultivate a gathering center that supports the human social need to meet and interact with others.
- Educate patrons to use our virtual library resources via all types of digital devices.
- Impart research and evaluation strategies for the effective use of information.
- Partner and engage with our community businesses and organizations in social and educational activities.

LONG-RANGE PLAN
DEMOGRAPHICS &
LIBRARY USERS PROFILE

According to the 2020 US Census, 30,000 people live in the Town of Monroe and the Village of Monroe combined.

2020 US CENSUS DATA

The three largest ethnic groups in Monroe are White (Non- Hispanic), Hispanic & African American.

The average age is 32.7

The average household income according to the 2019 Census records was $ 117,639 in the village of Monroe and $108, 246 in the Town of Monroe.

Eighty percent of the population has a high school diploma and approximately 40% of the population has a bachelor's degree or higher.

MFL USERS PROFILE

The Monroe Free Library currently has 8,593 cardholders which is approximately 3.5 % of the Monroe, NY population. The largest age group of cardholders is the 27-49 age group with 2,769 cards. The rest of our cardholder breakdown is to the right:

The library recognizes that the LRP survey is not a complete picture of our patrons and that is why we also used statistical data collected from BlueCloud Analytics, a statistical data collection service offered through the Ramapo Catskill Library System. According to our 2021 Long-Range Plan Survey, our community was most interested in seeing the library offer local history programs; opportunities to improve or learn a new craft; health and wellness, and day trips to local destinations. They also seemed to value outdoor space and the opportunity to have programs and reading spaces outside.

USER AGE RANGE	# OF USERS
0 - 5	65
6 - 12	871
13 - 17	775
18 - 26	1,013
27 - 49	2,769
50 - 65	1,862
65 - 120	1,238

CONT'D...

LIBRARY USERS PROFILE CONT'D

The self-identified technology skill set of our community was of a wide range, but most identified themselves as intermediate, or had never used popular technology like social media platforms, the Libby App and podcasts.

MFL continually acquires and evaluates collection materials to loan in every format: print, audiovisual, or digital; this includes audiobooks, ebooks, videos, periodicals, and print. The collection is comprised of 49,717 physical items and 34,940 electronic format materials. The library continues to expand its professional and educational databases, 3D printing options, virtual reality experiences, and gaming systems collections. Over the next five years, the library will continue to deliver the highest quality of services possible with friendly, approachable, knowledgeable, and expert staff.

From our LRP survey it was also very clear that our patrons are using one or two services of our library and not very familiar with others. In the LRP survey patrons indicated that they sometimes use our space, occasionally attend a program, and use our print materials monthly. We also discovered that our electronic resources such as our catalog, Libby App, digital magazines and newspapers are underutilized.

Use Measurements

Library use is measured by circulation; in-person visits; computer use; program attendance; reference questions, and virtual visits.

MFL is seeing an increase in the number of library visits and an increase in program attendance.

Public internet use, year-to-date, has increased notably from 14,141 in 2020, to 21,222. The number of website sessions has increased tremendously from 87,811 to 128,480.

LONG-RANGE PLAN
CULTURAL & SOCIAL CHANGES

The Monroe Free Library staff is comprised of both professional librarians and paraprofessionals. According to our Long-Range Plan survey, MFL community members feel very welcome at the library and rated the staff as helpful, courteous, and knowledgeable. Every staff transaction is an opportunity to serve our community and meet their needs.

Besides our day-to-day library visitors, MFL patrons have access to the catalog 24 hours a day; similarly, downloadable materials, database use, and many library services can be accessed outside of regular library hours. Online services such as library account management, reader's advisory, and event registration are widely used by library patrons.

MEDIA DEMAND & CHANGES

MFL will continue to acquire media in various formats under its collection development policy and will monitor the possibility of streaming services in the future. Patron ownership of iPads, tablets and e-readers impacts the library materials budget as MFL attempts to integrate these media technologies and formats to offer the widest number of reading and information-gathering options to its patrons.

READING TRENDS

Over the past year, Monroe Free Library has seen considerable increases in circulation of books, with circulating adult items (44,423) and circulating children's items (25,014). Inter-Library Loan (ILL) statistics also continue to increase. Last year, ILL materials received totaled 13,922 and ILL materials provided totaled 15,164. As more patrons utilize the Libby App, eBook and audiobook downloads increase. Last year 18,242 eBooks/audiobooks were read or listened to on an eReader or on a computer.

SOCIAL NETWORKING

The extraordinary popularity of social networking technologies, especially during the COVID-19 pandemic, has affected internet use and social behavior. MFL maintains a presence on Facebook, YouTube, Instagram, and Pinterest. All platforms experienced remarkable increases in the number of followers during 2020, and usage statistics continue to multiply. During the pandemic, MFL provided instructional and craft programs for all ages on our Facebook page. Over the next five years, MFL will continue to integrate online programming into our calendar of events.

MFL strives to provide the highest quality of service to our patrons. Continual staff training assures that any patron challenges regarding research, literacy, and technology will be met with success.

LIBRARIES AS GATHERING PLACES

Despite the dominance of technology and the Internet, the role of the library as a communal space is very much alive. The demand for meeting rooms is currently far greater than what can be accommodated by existing spaces and hours of operation.

BRANDING AND MARKETING

Like any successful business, MFL realizes that great attention must be placed on the continual development of the library brand and formulation of marketing initiatives that increase visibility. The newly created Marketing Plan will provide creative guidelines to continually expand and streamline all marketing efforts.

CULTURAL DIVERSITY

Many individuals have language and cultural barriers that impede their library use. MFL offers a broad range of materials reflecting cultures throughout the world. In order to overcome language barriers in our diverse population, MFL is currently piloting the use of an Amazon Echo device to assist communication between our foreign language patrons and staff. It is a continuous MFL goal to overcome all types of barriers to our services.

A NOTE ON THE COVID-19 PANDEMIC:

Library programming was reduced beginning in early 2020, due to COVID safety guidelines. Moving into the second half of 2021, Adult Services and Children's Services teams have provided more programs every month. Both departments continually review and refine the quantity and quality of current programs to meet community needs. Future programming efforts will be guided by the patron responses to the LRP Survey. Ongoing future programming will always ensure that programs tie back to the MFL mission and will remain focused on programming for all ages.

PLAN GOALS
OBJECTIVES & MEASUREMENTS

After compiling, reviewing, and analyzing all of the data collected, the Long-Range Planning Committee determined that five themes really stood out. These themes then became the focal point of the goals for the next five years. They include space, awareness, lifelong learning, technology, and community. Below is the breakdown of each goal and how they will be achieved and measured. To ensure success of these goals, there are also two-year check-in marks built into each initiative to ensure that progress is being made on each one in a timely fashion.

The goals are presented here, in brief, with full breakdowns on the following pages.

1   **TO INCREASE THE COMMUNITY'S AWARENESS OF MFL AND ITS COLLECTIONS, RESOURCES, SERVICES, AND PROGRAMS**

2   **TO DEVELOP PROGRAMS THAT SUPPORT AND ENHANCE THE DIVERSE MONROE FREE LIBRARY SERVICE AREA**

3   **TO PURSUE AND EMBRACE LIBRARY TECHNOLOGIES THAT IMPROVE, ENHANCE AND/OR EXPAND SERVICES AND PROGRAMMING FOR AREA RESIDENTS AND INSTITUTIONS**

4   **IN A WORLD WHERE KNOWLEDGE IS POWER, WE WILL ESTABLISH THE LIBRARY AS A SOURCE OF INDIVIDUAL EMPOWERMENT AND LIFELONG LEARNING**

5   **TO INCREASE THE USE AND PRESENCE OF THE LIBRARY IN THE COMMUNITY**

1   TO INCREASE THE COMMUNITY'S AWARENESS OF MFL AND ITS COLLECTIONS, RESOURCES, SERVICES, AND PROGRAMS

OBJECTIVE	INITIATIVES	MEASURES	2024 TARGETS	5 YEAR GOAL
G1.O1 Improve and increase the outreach and marketing efforts in current and creative ways that support increased community awareness of MFL.	G1.O1A. Assess and enhance MFL current website to promote ease of use and convenient connections to specific areas of interest/programs. G1.O1B. Review MFL's current marketing plan semi-annually and develop annual marketing plan audit (by library staff)	G1.O1A. Annual review of MFL website by staff and Board of Trustees with opportunity for community feedback. G1.O1B. Highlight identified strengths and needs within MFL Marketing Plan during semi-annual reviews.	G1.O1A. MFL will have a revised website that is engaging and informative G1.O1B. MFL will have a marketing plan that is current and supports increased community awareness of MFL.	G1.O1A. MFL will have a website that is current and provides ease of access for community; reviewed and revised regularly. Increased community usage of MFL's website. G1.O1B. Have systematic procedures for review of MFL's marketing plan and marketing plan audits with plans to address needs as identified.
G1.O2. Increase signage to highlight and increase community's awareness of MFL's programs and resources.	G1.O2A. Explore possible signage options, temporary versus permanent G1O2B. Investigate placement options on MFL property for signage G1.O2C. Research costs and funding options	G1.O2A. Connect with businesses that offer signage options regarding placement options, quotes; share quotes	G1.O2A. Create list of quotes and placement options. *Apply for grants as applicable to cover signage costs; create list of additional funding sources. *Apply for permits as needed for signage plans.	G1.O2A. MFL will have increased signage that is informative of library's offerings.
G1.O3. Increase community's knowledge of the wide variety of library offerings to encourage increased utilization of library resources.	G1.O3A. Increase emails to public regarding MFL's collections. G1O3B. Explore value of developing MFL newsletter with plan for regular public distribution.	G1. O3A. Develop regular protocol for collection and sending of emails, multimedia publicity.	G1. O3A. Increase in publications regarding MFL's resources beyond books in multiple languages.	G1. O3A. Increase in number of patrons/cardholders, individuals utilizing library resources and increase in individuals accessing/utilizing more than one service within MFL.

	G1.O3C. Distribute MFL brochures, bookmarks. G1O3D. Explore outreach efforts via multimedia, i.e. texts, social media, etc. G1O3E. Develop "how to" programs/information that focuses on how to access MFL resources and databases. G1.O3F. Information will be provided by MFL in alternate languages.	G1.O3C. Have plans for distribution of MFL publications. G1.O3E. Create list of topics for "how to" programs and plan for regularly making available to community. G1.O3F. Develop list of languages represented within community and plan for inclusion in publications.	G1.O3C. Increase in markting emails to patrons. G1.O3E. Regular use of "how to" programs/information for patrons.	G1.O3F. Increase in community outreach and publications in multiple languages.
G1O4. Develop increased community collaborations that address the needs/interest of a diverse and multicultural community and allows for cooperative relationships and increased visibility of MFL.	G1.O4A. Collaborate with schools, senior centers, Village/Town offices, civic organizations. G1.O4B. Collaborate with varied cultural and religious groups. G1.O4C. Connect with all local schools to promote library cards for students, Libby and RCLS apps, tutoring services, Summer Reading Program. G1O4D. Seek input from community regularly to assess and stay current with needs/interests.	G1.O4A-B. Develop list of outreach community organizations for possible collaborations. G1.O4C. Develop relationships with local schools highlighting MFL resources for students. G1.O4D. Create regular plan for focus groups, comment boxes, and community feedback.	G1.O4A-C. Library will have and make efforts towards collaborations with community organizations and local schools. G1.O4D. MFL will remain knowledgeable of community needs and interests.	G1.O4A. MFL will have consistent and cooperative collaborations with increased community organizations. G1.O4D. MFL will align with marketing plan and community feedback.

2 TO DEVELOP PROGRAMS THAT SUPPORT AND ENHANCE THE DIVERSE MONROE FREE LIBRARY SERVICE AREA

OBJECTIVE	INITIATIVES	MEASURES	2024 TARGETS	5 YEAR GOAL
G2.O1. To promote awareness of online resources for business and trade professionals.	G2. O1A. Identify methods for introducing the online magazine collection and databases to the work community. G2.O1B. Offer classes in the use of library-controlled data bases. G2.O1C. Promote the Libby app to business.	G2. O1A. Build a database of businesses and trades in the community. Target appropriate publications and promote usage. G2.O1B. To offer at least four Zoom sessions, two each half of the year at times determined to be convenient for working people. This may involve staff hours being rearranged to accommodate participants. G2.O1C. To mail postcards to patrons explaining use of Libby app.	G2. O1A. To increase the circulation of business and trade journals among MFL community work force. G2.O1B. To facilitate four online sessions. G2.O1C. To see an increase in use of business publications via Libby app by MFL patrons.	G2. O1A. To increase the online circulation of business and trade journals by 15%. G2.O1B. To see an increase in patron use of resources such as Academic OneFile, Business Insights, Opposing Viewpoints. G2.O1C. To see a 15% increase in usage of Libby app by MFL business patrons.
G2.O2. To support career information and resources helpful to the community in securing and maintaining a livelihood.	G2.O2A. Identify small businesses and trades in the community willing to promote their fields.	G2.O2A. Develop programs led by business and trade people in the community to highlight career opportunities.	G2.O2A. To have programs led by both local businesses and trades people.	G2.O2A. To have a continuing career development program in place with several programs offered each year.
G2.O3. To apprise business and trade community of business services offered by the library.	G2.O3A. Identify and list services offered to business and trade community.	G2.O3A. Communicate via online sessions, email or mailings the services offered by the library.	G2.O3A. To increase use of library conference rooms, 3-D printer, etc. for business puposes.	G2.O3A. To have the library viewed as an integral partner in the local business community.
G2.O4. To assist the community in engaging in discussion of topics affecting the Town of Monroe, Orange County, NY State and the largor world	G2.O4A. Identify current topics affecting the Town of Monroe by contacting the leaders of the town and the villagos of Monroo and Hor	G2.O4A. Develop a file of speakers on topics of interest to the community.	G2.O4A. Hold a series of lectures/debates featuring experts in their fields.	G2.O4A. To establish the library as a communal place of discourse.

NY State and the larger world community.	villages of Monroe and Harriman, as well as county and state authorities.			
G2.O5. To bring more art and music into the larger community through the library.	G2.O5A. To offer a space for local artists to exhibit their work. To showcase student talent. To bring in lecturers and programs pertaining to the arts.	G2.O5A. Compile information about artists and programs available in the area. Schedule a variety of art programs in the library.	G2.O5A. To hold programs on a variety of the arts; music, dance, drama, literature.	G2.O5A. To create an environment around the library where it becomes a source for culture in the community.
G2.O6. To develop and provide an area for patron audio and video recording.	G2.O6A. Offer a room set up with professional audio and video equipment for patron use.	G2.O6A. Provide instruction in the use of the equipment.	G2.O6A. A fully equipped room capable of producing quality audio and visual content.	G2.O6A. A quality recording studio for patron use.

3 **TO PURSUE AND EMBRACE LIBRARY TECHNOLOGIES THAT IMPROVE, ENHANCE AND/OR EXPAND SERVICES AND PROGRAMMING FOR AREA RESIDENTS AND INSTITUTIONS**

OBJECTIVE	INITIATIVES	MEASURES	2024 TARGETS	5 YEAR GOAL
G3.O1. Pursue the purchasing of assistive technology hardware that will allow the library to be more inclusive to all our patrons.	G3.O1A. Investigate and develop a list of potential assistive technologies to purchase. G3.O1B. Survey our community to discover what assistive technologies would be the most useful to their needs. G3.O1C. Investigate the price of these technologies.	G3.O1A. Produce and share a list of assistive technologies. G3.O1B. Produce and share a summarized report from the data collected in the survey. G3.O1C. Produce, share and have the list approved.	G3.O1A. Using the list and the survey, develop a prioritized and finalized list of assistive technologies that will be purchased for the library. G3.O1C. Produce a budget timeline of how these technologies will be purchased. G3.O1C. Produce a list of potential grants the library could apply for to purchase these technologies.	G3.O1A. Demonstrate the purchasing, training, and launch of several assistive technologies. G3.O1C. Demonstrate a plan to continue the efforts of purchasing additional technologies that could not be purchased during the five-year period.
G3.O2 Ensure that the library pursues technology hardware that will remain on trend and relevant to our community.	G3.O2A. Investigate what hardware would be appropriate for MFL to purchase in order to improve our services. G3.O2B. Survey the community and staff to learn what technologies they would like to see in the library.	G3.O2B. Use survey results and staff professional recommendations to produce a ranked list of recommended hardware for the library to purchase.	G3.O2A. Produce a finalized list of hardware that the library would like to purchase. Produce a budget timeline of how these technologies will be purchased. G3.O2A. Produce a list of potential grants that the library could apply for to purchase these technologies.	G3.O2A. Demonstrate the purchasing, training and launch of several assistive technologies. G3.O2A. Demonstrate a plan to continue the efforts of purchasing additional technologies that could not be purchased during the five-year period.
G3.O3. Develop a series of relevant technology training programs to meet the needs of our community.	G3.O3A. Use the Long-Range Plan Survey results to prioritize types of technology programs to offer.	G3.O3A-B. Use the surveys to create a prioritized list of technology trainings. G3.O3C. Produce evidence in monthly reports that all audiences are being reached.	G3.O3B. Map technology programs that have been offered in 2022-20224 that demonstrate we are providing the technology training that they community asked for.	G3.O3A. Increase in number of patrons/cardholders, individuals utilizing library resources and increase in individuals accessing/utilizing more than one service within MFL.

	G3.O3B. Survey the community that did not respond to LRP Survey and ask what technology training they would like to receive. G3.O3C. Ensure that technology programs are offered to all patron audiences. (children, teens, adults, seniors) G3.O3C. Encourage staff to propose new technology trainings that are representative of the times.		G3.O3B. Provide a summary of how the community has received these technology trainings and make recommendations on how to continue these efforts to the end of this LRP period. G3.O3C. Provide a two year summarized list of programs in each age group to demonstrate that we are reaching all the identified audiences.	G3.O3B. Demonstrate that over a five year period we have consistently provided technology programs to meet our community needs (at least one technology program each month in reference & children's).
G3.O4. Create a new user friendly, ADA compliant website.	G3.O4A. Conduct a usability study, a self-study and send out a survey to collect feedback from all library stake holders (staff, patrons, non-patrons, Board etc.) about our website. G3.O4B. Review other library websites and trends in website usability for inspiration and compliance.	G3.O4A. Produce and share a summarized report of the data that was gathered. G3.O4B. Produce and share a summarized report of examples of websites or parts of websites that we would like to implement at MFL.	G3.O4A. Have a usability study complete and be ready to start prototyping website. G3.O4B. Have the report finalized and ready to share with the implementation team.	G3.O4A-B. Have a completely redesigned website.

4 IN A WORLD WHERE KNOWLEDGE IS POWER, WE WILL ESTABLISH THE LIBRARY AS A SOURCE OF INDIVIDUAL EMPOWERMENT AND LIFELONG LEARNING

OBJECTIVE	INITIATIVES	MEASURES	2024 TARGETS	5 YEAR GOAL
G4.O1. Support and collaborate with library staff in planning stimulating informational and recreational programs and events, including the arts, which will increase library use by patrons of all ages.	G4.O1A. Reduce barriers to learning by identifying and targeting community needs and providing customized library services. G4.O1B. Research and identify grant opportunities and submit applications to secure funding for performance series in the arts. G4.O1C. Research programmer databases and attend performer showcases to contract with performers.	G4.O1A. Analyze our service area demographics and patron surveys. G4.O1B. Create and update grant application and approvals/denials list. G4.O1C. Analyze performer evaluations and patron program evaluations.	G4.O1A. On an annual basis create patron interests survey. G4.O1B. Annually research current grant opportunities. G4.O1C. Quarterly analysis of patron program evaluations.	G4.O1A. Annually introduce 5 innovative programs. G4.O1B. Provide programs in the arts to patrons of all ages, with main funding provided by grants. G4.O1C. Expand our programming topics for patrons of all ages by analyzing patron needs survey and finding and contracting with relevant professional performers/lecturers/educators.
G4.O2. Expansion of our digital library resources.	G4.O2A. Promotion of and patron training on current databases. G4.O2B. Circulate preloaded Kindles providing titles from all genres. G4.O2C. Promotion of and patron training on Libby App.	G4.O2A. Analyze patron needs survey. G4.O2B. Kindle circulation statistics. G4.O2C. Libby App usage survey, demonstrating that training is offered.	G4.O2A. Explore new and relevant databases. G4.O2B. Nurture literacy by increasing variety of genres offered by purchasing additional eReaders. G4.O2C. Five percent increase in usage of Libby App.	G4.O2A. Annual database audit. Renew or unsubscribe to current databases offered. G4.O2A. Annual review of emerging eReader technology so that we can provide the best current technology to our patrons. G4.O2C. Ten percent increase in usage and self-identify awareness by usage.

G4.O3. Trustee development.	G4.O3A. Pursue Board skills development through continuing education. G4.O3B. Annual Board performance evaluation of Board goals, regulatory compliance, fiduciary responsibility, and patron advocacy. G4.O3C. Become acquainted with entire staff and their individual talents and successes.	G4.O3A. Continuing education credit certificates. G4.O3B. Create and review Board performance evaluation form. G4.O3C. Attendance at Board/staff events.	G4.O3A. Demonstrate by attending workshops, conferences, and webinars. G4.O3B. Set Board goals based on patron and community needs survey. G4.O3C. Develop relationships with staff at professional and social events.	G4.O3A. Annual review and discussion of professional development. Establish workflow for Board members to share knowledge gained from continuing education. G4.O3B. Demonstrate five years of development with annual discussion of relevant new goals and state regulations. G4.O3C. Continue interest in and support of staff.
G4.O4. Staff development.	G4O.4A. Pursue skills development through continuing education. G4.O4B. Develop staff customer services skills with relevant training exercises at monthly staff meetings. G4.O4C. Develop reader advisory skills by participating in staff book discussions.	G4.O4A. Continuing education credit certificates. G4.O4B. Staff workshop evaluations. G4.O4C. Staff book discussion evaluations.	G4.O4A. Attend three workshops, conferences, and/or webinars. G4.O4B. Create survey to self-identify staff improvement. G4.O4C. Discuss three books.	G4.O4A. Discuss professional skills development in annual performance review. G4.O4B. Annually target and develop relevant professional skills. G4.O4C. Continue to develop staff advisory skills. Demonstrate more patron interaction due to staff advisory skills.

5 TO INCREASE THE USE AND PRESENCE OF THE LIBRARY IN THE COMMUNITY

OBJECTIVE	INITIATIVES	MEASURES	2024 TARGETS	5 YEAR GOAL
G5.O1. Increase Library space.	G5.O1A. Form an exploratory committee to investigate budget and financing measures for expansion. G5.O1B. Investigate the possibility of public/private partnerships for funding.	G5.O1A. Produce documentation that provides financial and budgetary projections for expansion. G5.O1B. Provide documentation that provides information on funding options.	G5.O1A. Decide on whether a building expansion is feasible and be prepared to submit to the public. G5.O1B. Provide this documentation to BOT for their review and final recommendations.	G5.O1A. Present a MFL Building Plan to the public. G5.O1B. Provide documentation on if public/private partnership for funding will be pursued.
G5.O2. Utilize present indoor and outdoor space to better serve the community.	G5.O2A. Move programs outdoors in new patio area (seasonal). G5.O2B. Create a "reading garden" patio for patrons.	G5.O2A. Produce evidence of programs that were offered outside. G5.O2B. Produce a report that includes patron feedback and a potential budget that would be needed to create a "reading garden."	G5.O2A. (Weather permitting) Have at least 6-10 outdoor programs each year. G5.O2B. Determine if a formal reading garden is needed or if marketing our backyard space is all that is needed.	G5.O2A. Demonstrate a consistent offering of outdoor programs G5.O2B. Provide documentation if a formal reading garden project was completed.
G5.03. Investigate alternative space layouts to the existing Monroe Free Library building.	G5.03A. Hire an architect to provide us with alternative layouts to our existing library space. G5.O3B. Explore options and survey our stakeholders to discover how they would like to utilize our space (more seating vs larger collection).	G5.03A. Present architect renderings to staff & Board of Trustees G5.O3B. Provide summary of survey results that indicate which is more important (more seating vs larger collection).	G5.03A. Produce architect rendering and share with Board and staff for feedback. G5.O3B. Produce final report on how community would like to see the space used. Present final report to Board of Trustees.	G5.03A. Have finalized feedback and a next course of action from board on reconstructing current MFL space. G5.O3B. Provide evidence of what options were explored and what action was taken after the 2024 Target was reached.

G5.O4. Develop a furniture audit and replacement plan in order to maintain a clean, current, and aesthetically pleasing library space.	G5.O4A. Conduct a furniture audit to determine the condition of each piece of furniture in the library.	G5.O4A. Produce a spreadsheet that will list all the furniture in the library and its condition and estimated date of purchase.	G5.O4A. Have furniture audit complete.	G5.O4A. Produce a report to be shared with the Board.
	G5.O4B. Develop a plan that addresses the procedure for furniture replacement.	G5.O4B. Produce a plan that includes procedures, best practices, a budget, and a timeline of when furniture should be replaced.	G5.O4B. Provide evidence that a plan is being developed and have at least the procedures and best practices sections of the plan complete.	G5.O4B. Have the plan approved by the Board and start implementing it according to the timeline.

APPENDIX A

FOCUS GROUP QUESTION SUMMARY

1.   WHAT DO YOU LIKE MOST ABOUT LIVING IN THIS COMMUNITY?

FOCUS GROUP 1

- Friendliness of community members
- Nature
- Shopping
- Proximity to NYC
- Small town feeling

FOCUS GROUP 2

- Access to nature, ponds, hiking trails ("All Trails, Appalachian Trail"), lots of public areas, peace/tranquility
- Not disconnected from NYC; proximity
- Commuter friendly location, access to NYC with buses/trains/etc
- Woodbury Commons; Shopping
- Welcoming town, people want to move here, friendly neighbors, nice area
- Low crime, feels safe
- Good schools, schools handled pandemic well, diversity

FOCUS GROUP 3

- It is scenic
- Walkable & close to state parks
- People are friendly
- Close enough to NYC to commute
- Nice community for kids to grow up
- Current town boards are receptive to community member feedback
- Feels safe
- Town/village provides good services

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- Love the lake and the water and natural beauty of the community. I wish we could preserve it more. We are very fortunate that the center of our town is attractive. Smaller than a city
- Access trails, quiet woody spaces. Easy access to cities and more urban areas
- So much history in Monroe
- Everyone for the most part is extremely neighborly and we look out for each other
- Very close knit community where everyone else is interested in one another
- Open space/ country feel
- The people. The physical area. So much to take advantage of
- Distance from the city. Good to be able to visit
- Like the small-town vibe

APPENDIX A

FOCUS GROUP QUESTION SUMMARY

2. WHAT ROLE DO YOU THINK THE LIBRARY PLAYS IN THE COMMUNITY?

FOCUS GROUP 1

- The library is an educational organization
- Access for all people regardless of socioeconomic status
- Gathering place for the community

FOCUS GROUP 2

- Place of information and education; offers and teaches people how to access resources/information
- Supports literacy
- Provides programs for community
- Keeps kids busy
- Resources available to all people regardless of socioeconomic status- brings everyone to level playing field
- Provides safe place, provides escape from distractions, place to focus, quiet place to learn better
- Gathering place, bring people together
- Offers computer access, printer
- Community place of openness and acceptance
- Place for offering tutoring/study groups
- Offers adult programming, poetry readings, writers' groups (need more)
- Place to increase attention to literature, i.e. banned books display (want more)
- Support for parents who speak different language to be able to help their kids

FOCUS GROUP 3

- Providing a gathering space for the community
- Providing free resources to the community
- Provides access to information

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- Libraries reflect the communities they are in. I really want a showcase that you are proud of. That has community gathering.
- It should play a big role. We are not there yet
- Play a really small role and we should be doing a better job of marketing and drawing people in. It's important to get the school involved. We have not really drawn anyone in just yet
- We are participating with them but it's not really mutual. It could be better with the other nonprofit groups. We need to do more outreach to the schools
- We are on the right track
- I feel like we are a much more valuable resource to the children and support services
- We are on a different path to develop more career services
- Outreach to adults needs to be more than just a social club
- Safe place
- Education and life-long learning
- Free and open access for them to educate themselves
- The library is this place that will teach us what we are going to need to know
- If we didn't have a library in this community we would feel like something is missing
- There is a comfort in knowing it's there

APPENDIX A

FOCUS GROUP QUESTION SUMMARY

3. WHAT DO YOU THINK IS GREAT ABOUT THE LIBRARY?

FOCUS GROUP 1

- Excellent staff
- MFL is part of RCLS system
- Sunday hours
- Diversity of programming

FOCUS GROUP 2

- Offers books, audiobooks, electronic services, programs
- Use of technology, opportunity to try out new technology, i.e. 3D printer
- Museum pass
- Interlibrary loan
- Libby app, can stream audiobooks for use during commutes
- Automatic renewals
- No late fees for those older than 65yo
- Rosetta Stone

FOCUS GROUP 3

- Offers books
- Friendly staff
- Library is open and accessible
- The library is like Cheers- "Where everybody knows your name"
- Being able to reserve books throughout the RCLS system
- Access to technology aka computers
- Our longevity in the community
- No fines for seniors

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- Location. I think its important to be in the central part of Monroe
- Very welcoming staff
- Programs are great. My kids still remember them
- We have resources beyond books. I think based on the track that we are on, we will increase our resources. Any number of things that we are offering beyond books is great
- Programs that are outside of the norm
- We listen to our community really well. We read the comment cards at the meetings and we take their comments seriously. Our level of responsibility is great
- Terrific staff. With our new director, we have a chance to really broaden the perspective. New director aware of concepts that bring new ideas
- We do great with the children's section
- Love that the teens have their own space. They have been the lost group but now are making more of an effort
- The teen programs are great

APPENDIX A

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FOCUS GROUP QUESTION SUMMARY

4.   WHAT DO YOU THINK IS NOT SO GREAT ABOUT THE LIBRARY?

FOCUS GROUP 1

- Space limitations
- Layout
- Spanish book collection is small

FOCUS GROUP 2

- Book selection limited, need more children's graphic novels
- Need more audio books
- Explore more VR technology/resources
- Space limitations, need bigger lot next door
- Layout
- Not enough advertising of what's going on, programs offered, resources available; need a newsletter with easy access to information about events/programs/resources
- Need better website
- More advertising of events/offerings in Photo News
- Send out more emails about library events, programs, resources; text msgs, "push notifications" through RCLS app, be able to see library calendar on app
- Make programs more consistent
- Offer later adult programs to accommodate work schedules
- Limited programs- need more local history programs (rich culture here that we need to explore more), more adult programs, include walking tours
- Limited resources in Children's Department, space needs improvements, i.e. new tables, curtains
- More children's programs, include family programming more, offer day camps, more music programs
- More language programs with events where one can use language skills, do activity together using language, teach more languages
- More cultural programs, i.e. international cuisine and teach how to make different cultural dishes
- More Mahjong classes, games, knitting, crocheting
- Need to teach financial literacy, especially to youth
- More reading groups, explore reading groups interested in specific historical periods/people in history with more input from patrons on interests/topics
- More Zoom events and Zoom book discussions
- Expand library hours
- Need sign outside library informing community of offerings/events
- Put Free Little Library outside library, include more children's books in Little library; helps when library is closed

FOCUS GROUP 3

- Limited space
- Uncomfortable furniture
- Doesn't offer weekend programs (other libraries offer programs on the weekends)
- Space is limited in how many people can attend a program

APPENDIX A

FOCUS GROUP QUESTION SUMMARY

4. WHAT DO YOU THINK IS NOT SO GREAT ABOUT THE LIBRARY? CONT'D

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- No space to hold large programs
- We are not doing such a great job with the arts. It would be wonderful to have more music, art exhibits.
- Workshops for kids and/or adults in acting, theater and writing and music
- Very little in the arts
- If we do build a building we need a large space
- Everything comes back to a meeting space. That we are sadly lacking
- I think it also affects the attractiveness of attending our programs
- Needs extraordinary programs
- If the program is good enough, people will show up regardless of size
- Size is not very welcoming
- Lack of community room
- Too small to reflect a community the size of Monroe

APPENDIX A

FOCUS GROUP QUESTION SUMMARY

5.   WHAT MIGHT THE LIBRARY DO TO BETTER SERVE YOUR NEEDS AND ENCOURAGE YOU TO USE THE LIBRARY MORE?

FOCUS GROUP 1

- Layout improvement
- Flexible/moveable walls
- Friends Group
- Teen Group
- Partner with local organizations
- Spanish book collection development
- Welcome volunteers back

FOCUS GROUP 2

- Expand space, layout changes
- Increase/improve book selection as most books interested in are sent from other libraries
- Provide nicer equipment, furniture, i.e. in Children's Dept (our meeting was held in Children's room)

FOCUS GROUP 3

- Reorganize the checked-out items return list
- Get comfortable seating
- Expand the library

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- Space
- More art programs
- Offer a database on the arts or business resources
- More resources on bird watching.
- Increase in consistent children's programming that is available on the weekends
- More offerings/ more spaces
- Adult programming
- More outreach to community about programs
- Advertising

APPENDIX A
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6. IS THERE ANYTHING ELSE YOU WOULD LIKE TO SHARE OR SUGGESTIONS YOU MIGHT HAVE ABOUT THE LIBRARY TO HELP THE STAFF AND TRUSTEES PLAN FOR THE FUTURE OF LIBRARY SERVICES?

FOCUS GROUP 1

- Tear down wall between YA and Meeting Room B
- Add streaming services
- Develop craft programs and craft book collection

FOCUS GROUP 2

- Get the community to vote more money to the library
- Increase space, add on
- Increase awareness of library and resources- increase community's awareness that library offering more resources than just books, i.e. audiobooks that allows people to cancel their Audibles subscription
- Increase awareness that library saves people money with the resources that they offer/provide, share more about specific resources, i.e. 3D printing, DVDs
- Create/put library newsletter on social media, Monroe Matters, etc
- Have library presence at local farmer's markets
- Offer a Membership Drive
- Have a daily "Did you know that the library………" (lists things that people can do/access at the library beyond books, post on social media, emails, website, etc)
- Offer more Museum passes, i.e. Mid-Hudson Children's Museum, Hudson Highlands, sporting venues

FOCUS GROUP 3

- Use the lot next door to create a community room that offers courses/ classes and can host large-scale programs
- Don't use the lot next door for parking
- Use the lot next door to create an inviting space - a "learning center" similar to Cornwall Library's learning center
- Offer a citizenship program
- Library needs to advertise programs and services to the public more
- Offer tech programs. There are no tech programs available
- Offer technology basic programs to seniors
- Offer simple tech programs that explain even small things like " how to place a book on hold"
- Bring back the movie viewings at the library
- Student between high school graduation and college need some preparation. Consider offering programs geared toward them
- Offer one-on-one assistance
- Offer programs on how to do research and not just google
- Offer programs on cyber-security for seniors
- Offer tech programs for seniors on how to use technology like smart TV's, smart phones, Libby app, RCLS app, etc.

FOCUS GROUP 4 (MFL BOARD OF TRUSTEES)

- Start getting things going with the building
- Remind people
- Keep making people aware of online resources

APPENDIX A

7.   IS THERE ANYTHING ELSE YOU WOULD LIKE TO SHARE ABOUT FUTURE LIBRARY SERVICES?

FOCUS GROUP 1

- Prepare for possible new building construction by developing and implementing a 3-year plan. Each year the budget proposal would include an enormous building fund increase so that funds would be available when needed at the 3-year mark

FOCUS GROUP 2

- Collaborate with local schools to have RCLS app on student's Chrome Books, have way for teachers to monitor library interests of students

FOCUS GROUP 3

- Bring back the used bookstore in some way
- The library and our resources are underutilized. People think the library is just about books
- Create a user guide so that patrons can teach themselves how to use our resources when they are in the library.
- Consider creating more themed displays/sections that highlight collections of materials such as popular authors or topics
- Consider connecting seniors with teen volunteers and have the teens teach the senior how to use a specific technology
- Offer programs to teens about life skills (how to balance a checkbook, how to sign your name in script, how to address letters and emails etc.)

APPENDIX B

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SURVEY RESULTS

How often do you and/or your family use the following Monroe Free Library Services:

APPENDIX B

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SURVEY RESULTS

Which of the following services would you like to see more of? (Select all that apply)
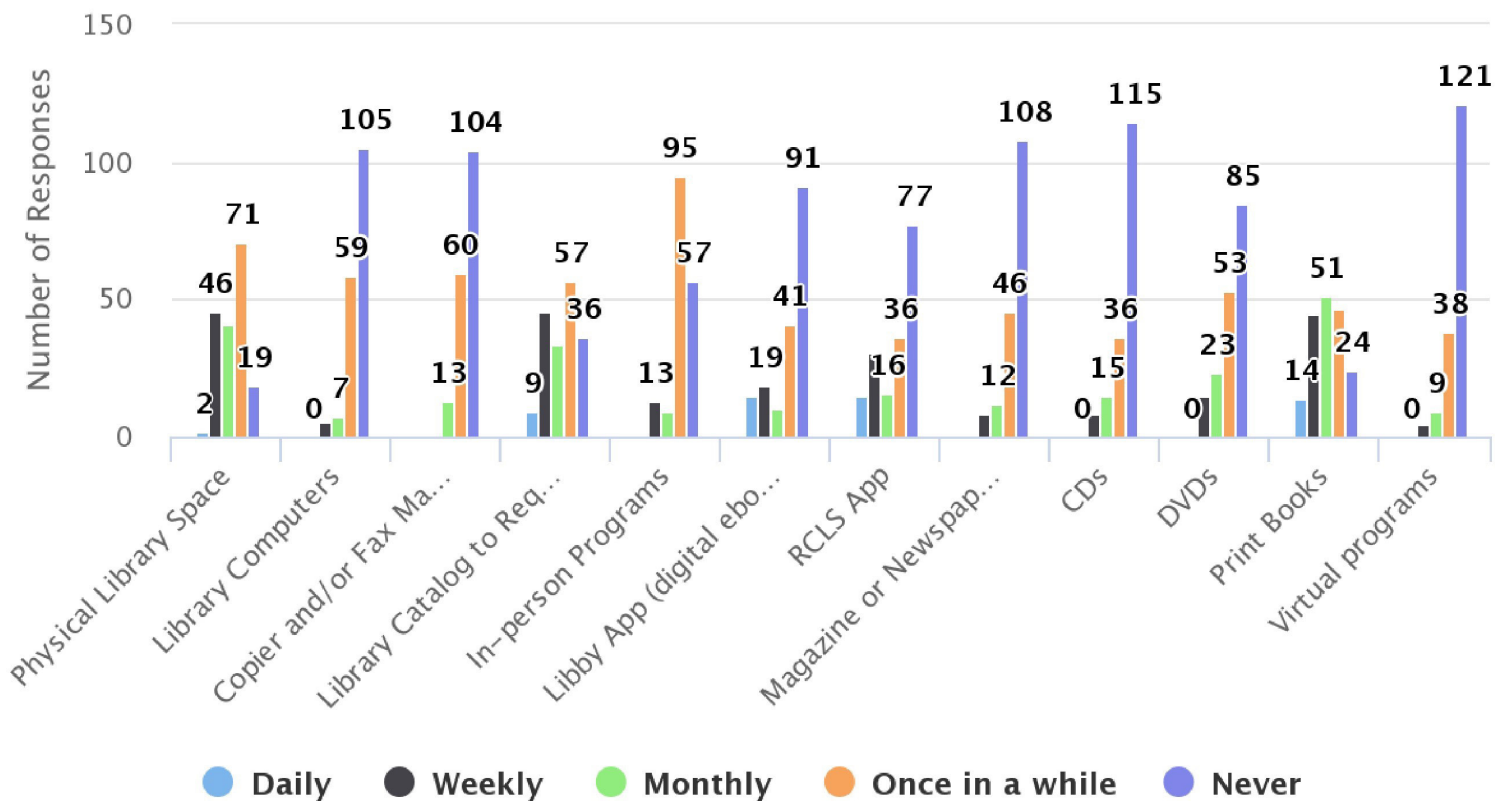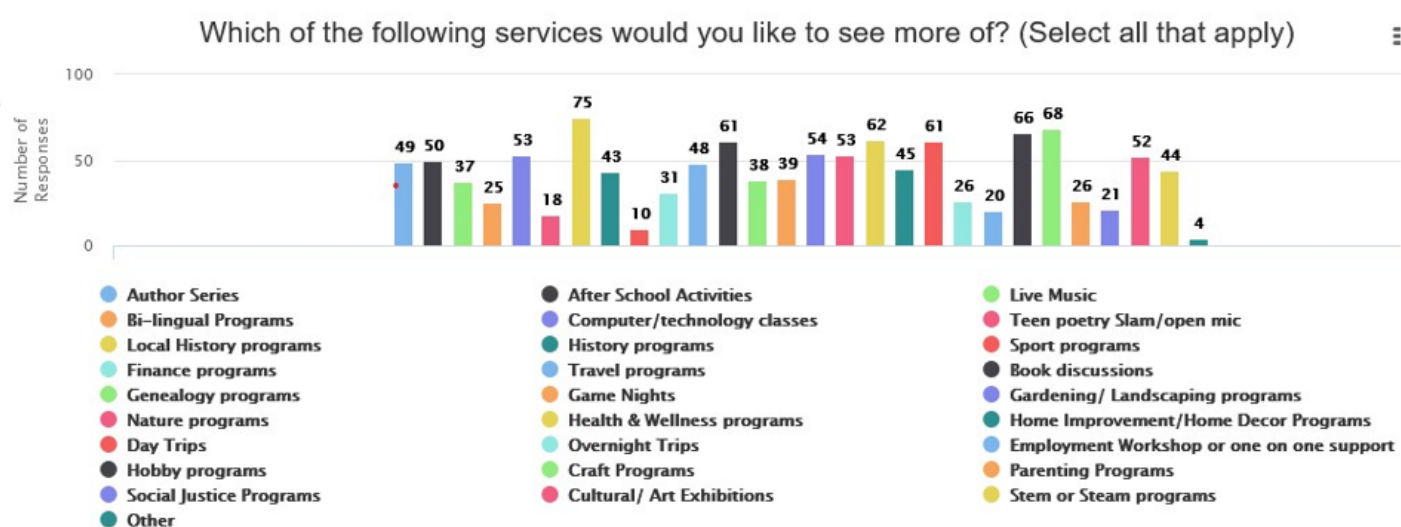
+ Top 10 Programs interests
+ 1. Local History
+ 2. Craft Programs
+ 3. Hobby Programs
+ 4. Health and Wellness
+ 5.Day Trips
+ 6. Book Discussion
+ 7. Garden/Landscaping
+ 8. Nature
+ 9. Computer/Technology Classes
+ 10. Cultural Art

LONG-RANGE PLAN

APPENDIX B
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SURVEY RESULTS

How satisfied are you with the following services or resources?   ☰ Export
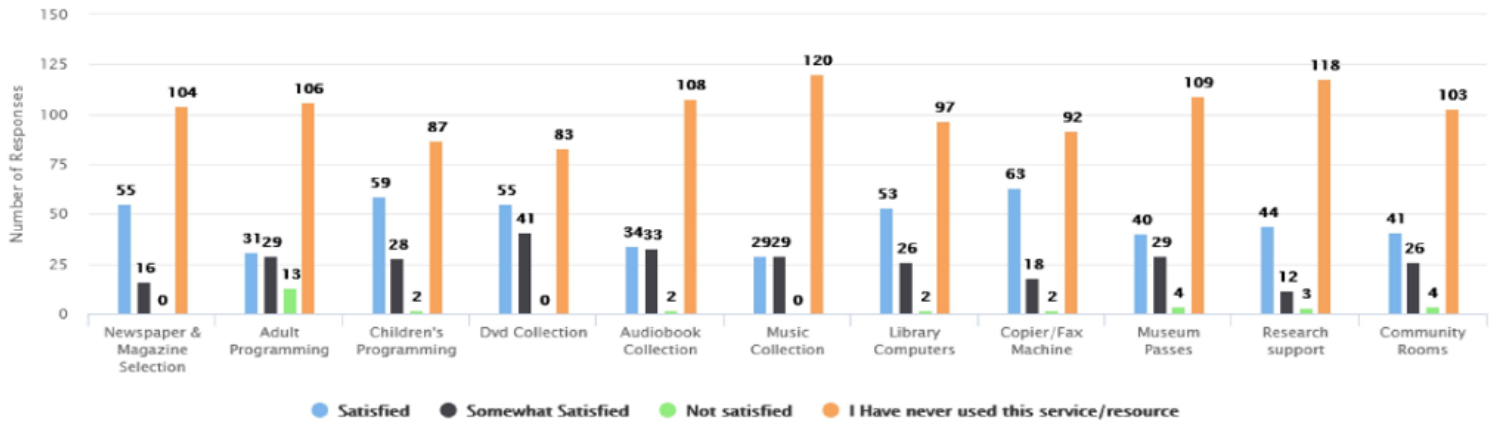
Main Takeaways

Most of the people who completed this survey:

- Seem to only use one or two specific resources from the library since more than half of respondents on every question responded they never used a particular resource
- People are overall satisfied with our computers, dvd collection, children's programming, copy/fax machine Main Takeaways

Most of the people who completed this survey:

- Are satisfied with our inviting space, our staff, lending periods & website
- They can renew/reserve books online even though a majority of them said they only use the catalog and rarely use Libby or RCLS app
- There is still merit it posting our programs and events in local newspapers

APPENDIX B

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SURVEY RESULTS

Rate the following statements: ☰ Export

(Agree / Disagree)

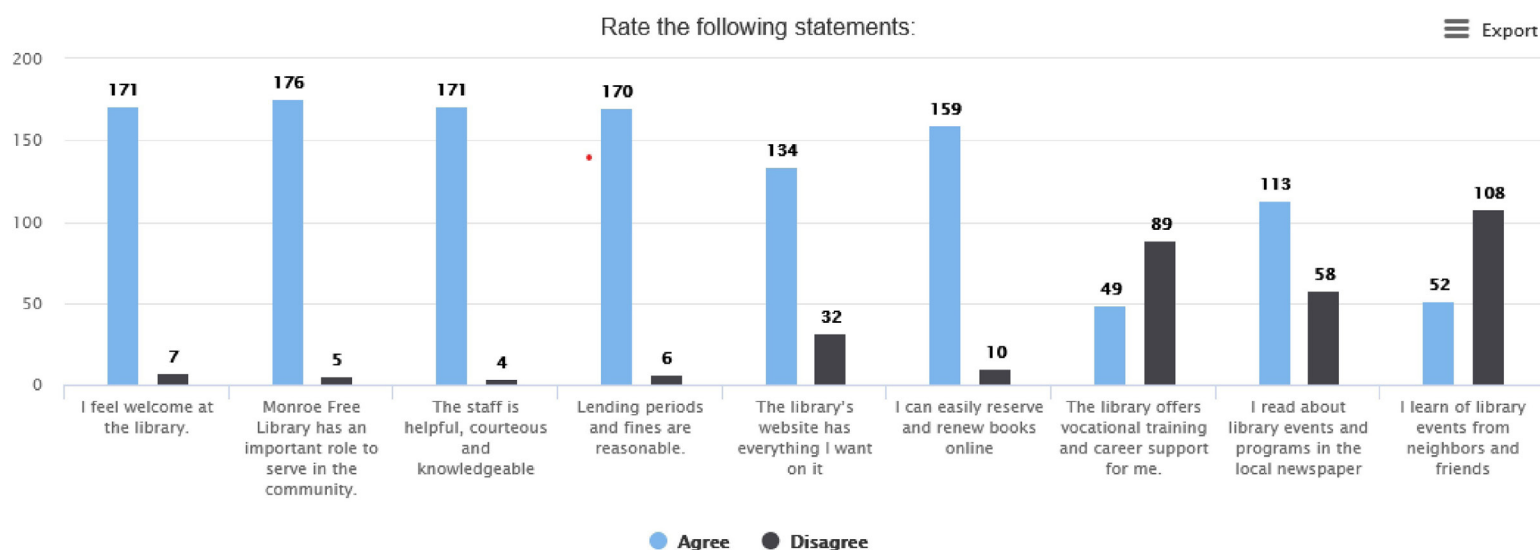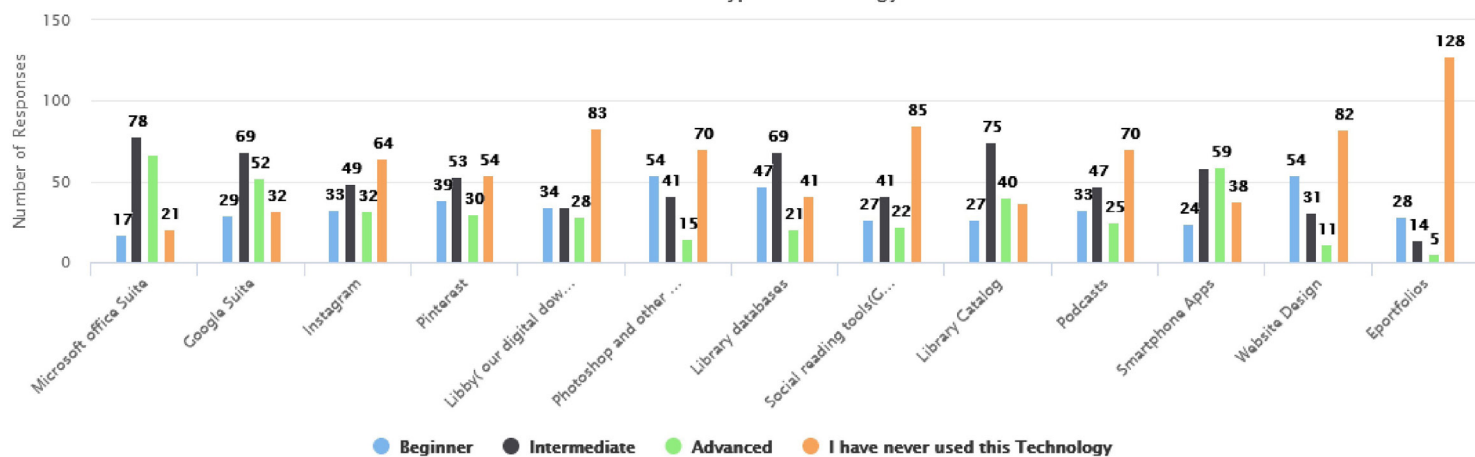| Statement	Agree	Disagree
I feel welcome at the library.	171	7
Monroe Free Library has an important role to serve in the community.	176	5
The staff is helpful, courteous and knowledgeable	171	4
Lending periods and fines are reasonable.	170	6
The library's website has everything I want on it	134	32
I can easily reserve and renew books online	159	10
The library offers vocational training and career support for me.	49	89
I read about library events and programs in the local newspaper	113	58
I learn of library events from neighbors and friends	52	108

We are looking to develop technology programs that meet your needs and interests and at your level. Please rank your current technology skill level for each type of technology ☰ Export

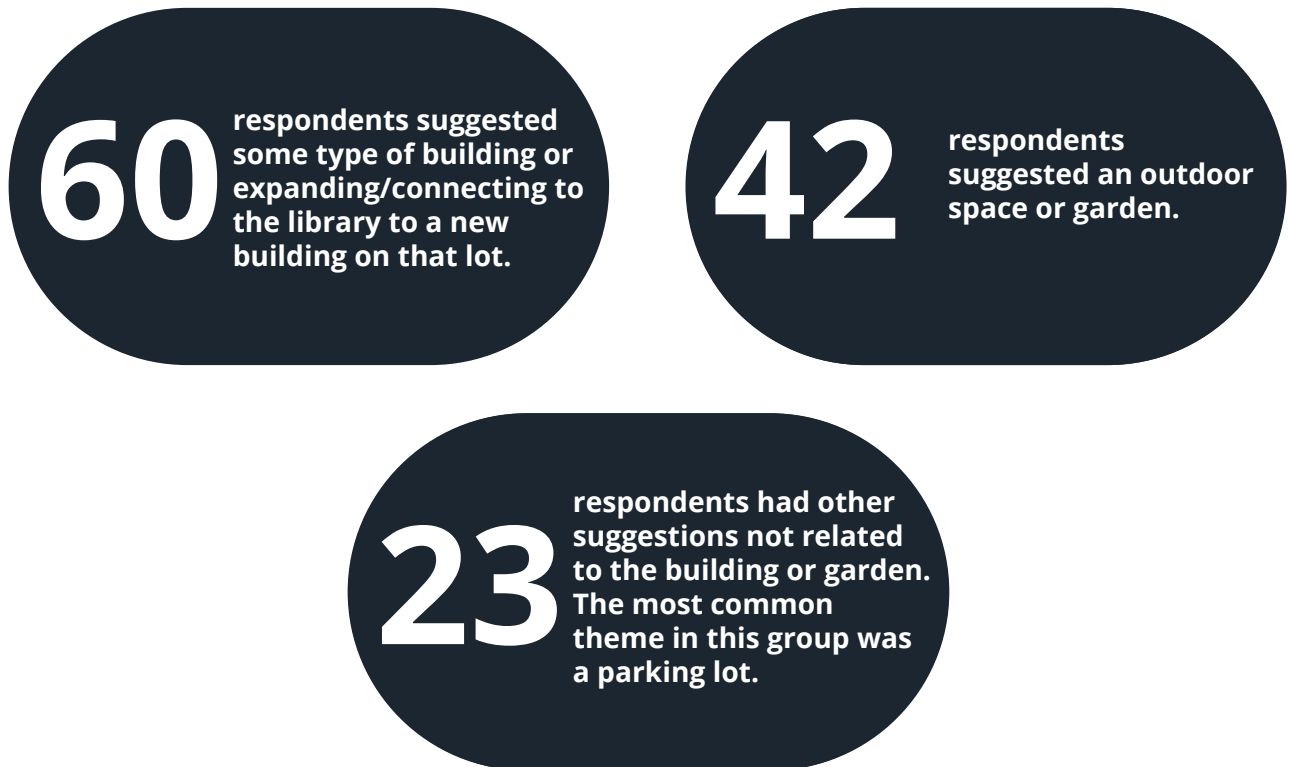| Technology	Beginner	Intermediate	Advanced	I have never used this Technology
Microsoft office Suite	17	78	66	21
Google Suite	29	69	52	32
Instagram	33	49	32	64
Pinterest	39	53	30	54
Libby(our digital dow...	34	28		83
Photoshop and other ...	54	41	15	70
Library databases	47	69	21	41
Social reading tools(G...	27	41	22	85
Library Catalog	27	75	40	
Podcasts	33	47	25	70
Smartphone Apps	24	59	59	38
Website Design	54	31	11	82
Eportfolios	28	14	5	128

33

LONG-RANGE PLAN

APPENDIX B

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SURVEY RESULTS

THEMES FROM THE QUESTION: "HOW WOULD YOU LIKE TO SEE THE LIBRARY UTILIZE THE SPACE NEXT DOOR?"

60 respondents suggested some type of building or expanding/connecting to the library to a new building on that lot.

42 respondents suggested an outdoor space or garden.

23 respondents had other suggestions not related to the building or garden. The most common theme in this group was a parking lot.

THEMES FROM THE QUESTION: "HOW WOULD YOU LIKE TO SEE THE LIBRARY UTILIZE THE BACKYARD?"

• Overwhelming number of requests to keep it as an outdoor space, create a garden, and host more programs outside.

• A few recommendations to expand the library not not have an outdoor space.

APPENDIX C: ALL STAFF MEETING SWOT ACTIVITY

During this meeting 10 staff members were broken up into three groups to complete the SWOT activity and then it was discussed.

STRENGTHS

- Staff kindness & welcoming atmosphere
- Customer service
- Personalized care for patrons
- Entertaining & Educational Programs
- Variety of services offered
- Manga & Graphic Novel Collection
- Big Community Events (Yard sale, Chalk night etc.)
- Knowledgeable staff
- Great variety of library materials
- We welcome recommendations
- Great location & operational hours
- Lobby
- Community Room
- Budget

WEAKNESSES

- Space
- HVAC System
- Friends Group inconsistency
- Fundraising inconsistency
- Lack of laptops/kindles/tablets for circulation
- Streaming services
- Lack of Policy Updates consistency
- Lack of Saturday & Sunday programs
- Consistent patron feedback
- Lack of Displays
- Outdated nonfiction collection
- Services for patrons' w/ disabilities and/or mental illness
- Staff needs better cross-training or manual for each department
- More inter-departmental communication
- Lack of adequate patron parking

OPPORTUNITIES

- Should expand our virtual presence
- We shouldn't lose sight of the importance of in-person/ interpersonal interaction
- Try new avenues of programming (how to use apps)
- Circulation of video games
- Larger programs if we had more space
- Increase community awareness of library services
- More physical signage in community ("did you know?")
- Zoom Book clubs
- Integration with BOCES and more info about jobs and certifications in NYS Available
- Staff knowledge & Patron resources
- Community aid resources (shelters, clinics etc.)
- Tap into pop culture for millennial programs
- New building
- Tap more into staff's creativity
- Budget reallocation
- Invest in cutting-edge tech
- Revisit Head of IT/PR role and possibly break into two roles or hire assistant or part timer

THREATS

- Getting people back into the library post-covid
- Online burnout
- Other library with more resources
- Space to run bigger programs
- Weather is a threat to outside programs
- Not adapting to patron needs & technologies
- Age gap in patronage
- Overall local public does not seem to value/use the library and threatens our budget
- Staff may have to enforce library policy (ex. Masks)

ENRICH

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SUCCESS STARTS HERE

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