

# Kinderhook Memorial Library

## Long Range Plan 2014-2019

*Approved 5/12/14*

### **Library Vision Statement:**

Kinderhook Memorial Library envisions a future where all individuals and families in our service area are eager and engaged life-long learners.

### **Library Mission Statement:**

The Kinderhook Memorial Library serves to enrich the quality of life for a diverse and growing constituency of all ages by providing resources and services which contribute to individual literacy, education and entertainment. The Library is dedicated to providing an environment for ongoing learning, and opportunities for creativity, self-fulfillment, and community engagement. Resources and services are provided free or at a nominal cost.

This mission will be implemented through the following goals and objectives:

### **Services**

- 1. To increase and expand library usage by community, as measured by library cards issued, attendance at programs and special events, circulation of books and other media, and use of electronic resources.**
  - Have a presence at large community events such as Back-to-School night, and offer immediate library cards
  - Increase discoverability; promote materials within the library through the use of shelf talkers, signage, displays
  - Explore new ways to reach and deliver information and services to underserved populations
  
- 2. To provide members of the public with reference and directional services that fulfill informational, educational, civic and entertainment needs.**
  - Maintain library collections that are robust, in myriad formats, that encompass the range of human thought and expression, and meet the needs and expectations of an increasingly diverse clientele
  - Maintain current resources for high-demand subject areas and interest
  - Provide access to local, state, and national resources and materials through library website
  - Provide easy, convenient, confidential referral to important community information, organizations and agencies, i.e. adult literacy, GED programs, ESL classes, social services, Legal Aid, senior resources and activities, recreation classes, local fire departments, service clubs, etc.
  
- 3. To enhance library staff's ability to better serve our patrons; by providing staff with the means and opportunities that support their professional and personal**

**development in order to increase service excellence, and strengthen technology skills.**

- Develop and provide an effective, comprehensive orientation program for all library staff
- Encourage and support attendance at trainings and professional conferences
- Conduct on-going continuing education and training sessions to provide opportunities for staff to learn about new developments in relevant areas
- Encourage and implement innovative service plans and ideas
- Encourage staff participation in outside programs that support staff beyond library training in personal development
- Value staff contributions; recognize and reward efforts that enrich the library as a community resource, the staff, and the lives of library patrons

**4. To develop and maintain technology resources for the public and library operations, including Internet access and database services, to improve library services to the public.**

- Continue to maintain and upgrade public-access computers and portable wireless devices for usability
- Maintain the number and quality of computer instruction classes and offer additional classes on new applications, devices and/or technologies as needed
- Identify and develop appropriate technology services and computer instruction classes to meet the needs of the growing senior population
- Implement new website development program to provide more control and improved updates to library website
- Provide space and equipment for the technology needs of children, that supports their specific learning and entertainment needs in an environment that does not interfere with other patrons' library use

**5. To offer early literacy services for children, and education programs and services that promote and support increased literacy for all members of the community.**

- Develop dynamic, interactive youth services space and programming
- Conduct early literacy programs that educate parents and caregivers in literacy skills and provide experience that helps them prepare children to enter school ready to learn
- Strengthen and maintain community literacy partnerships, and enhance outreach efforts to schools and other organizations (i.e. Scouts)

**6. To provide career information in support of people who are seeking employment, or exploring career changes.**

- Update print and ebook collections with current editions of high-demand resume', career and test taking guides
- Serve as a distribution location for printed career information and job listings
- Promote job opportunities through the library website including links to local employment sites, government employment sites, and popular Internet employment sites
- Provide public-access computers to apply for jobs, submit resumes online

## Programming

1. **Offer a broad array of programs that address the informational, cultural, and recreational needs of the community so as to expand and deepen the base of library use for people of all ages.**
  - Provide age-appropriate experiences for children from birth to age 18 which support literacy, encourage creativity, and strengthen readiness for learning at all stages
  - Maintain an ongoing schedule of instructional programs to facilitate the use of technology
  - Collaborate with the Friends of the Library and with individuals (i.e. writers, artists, historians) and local community organizations to enhance and extend the library's programming
  - Explore programming at other libraries which might be replicated or adapted to the needs of our own community
  - Continue and extend programming and special events in the Town of Stuyvesant by utilizing the facilities there including the Town Hall, train station and park

## Communications

1. **Maximize public awareness of the Library's resources, services, needs and future plans using a full range of communication strategies and media.**
  - Identify and engage all stakeholders and funders in the community to become library consumers and supporters
  - Maintain regular communication between the library and: residents of Kinderhook and Stuyvesant; village, town, county, state, and federal government officials; Ichabod Crane Central School District; Mid-Hudson Library System and its member libraries; Columbia County Historical Society; and other cultural organizations
  - Publicize events through local media, the library website and other social media outlets, and signage in public spaces
  - Promote materials through website and other social media such as a dedicated Goodreads account, virtual recommendations/'what-to-read' next
  - Promote and educate public on the use, value and convenience of library-provided databases, and other digitized content
  - Promote Museum Pass program, flyer home with students before vacations, mention on school website/newsletter
  - Promote downloadable audio and ebooks for commuting patrons

## Resources

1. **Enhance the Library's financial strength to ensure that it is capable of providing programs and services that respond to the needs of the community.**
  - Hire a professional fundraising consultant for the purpose of guiding the Library's Trustees, Staff, Friends and Volunteers in a Capital Campaign to raise funds for the expansion of the library

- Collaborate closely with the Friends of the Kinderhook Memorial Library in support of the Library's mission, goals and objectives
- Continue the current strategy of approaching voters in the towns of Kinderhook and Stuyvesant every other year for their support in referenda to increase the towns' contributions to the library
- Monitor and advocate for legislation at the state level which affects the level of funding for public library programs
- In collaboration with the fundraising consultant, identify and apply for government, foundation, and corporate grants as appropriate
- Recruit, retain and reward professional library staff and volunteers, and provide appropriate salaries, benefits and training to all employees

**2. Maintain physical facility and efficient library operations through the use of a building maintenance plan.**

- Conduct annual review of building maintenance plan through the Library's Building and Grounds Committee
- Conduct regular review of Library's operational policies through the Library's Operations Committee

**3. Renovate the Library to provide the space necessary for all library functions to occur in a comfortable, inviting environment.**

- Continue work with architect (Butler, Rowland, Mays) to communicate goals and needs of the Library in terms of adequate public space for reading, browsing, use of technology, and programming; as well as adequate staff space for work and meetings; building accessibility in compliance with the Americans with Disabilities Act; and adequate public restrooms

**Background/Appendix**

In 2013, the Library engaged Financial Development Agency to conduct a Fund Raising Feasibility Study to determine whether KML could raise sufficient funds to renovate and expand the Library on its current site. The study also sought opinions about how well KML is succeeding in serving its patrons and strategic information on the current and future position of the Library in the community.

**The following is an excerpt from this feasibility study:**

Financial Development Agency (FDA) specializes in working with communities in need of library expansion, renovation and new construction – from the strategic planning phase, through fund raising and building completion – and has worked with seven local libraries in Dutchess, Columbia and Greene Counties. Based upon this experience, FDA can assuredly state that the community of Kinderhook has a deep level of appreciation for the exceptional resources available at

their public library and also a profound respect for the professionalism of KML’s services and staff. As detailed below, the data obtained through the study demonstrates strong support for KML. Of 48 participant responses, 46 (96%) said they have a favorable overall impression of KML. Many interviewees specifically noted that KML excels at reaching out to the community and also often praised the staff, with frequent use of words such as “amazing,” “skilled,” “responsive,” and “professional.”

Many smaller community libraries struggle to effectively reach their patrons with consistent news of programs and resources, but this is certainly not the case for KML. When asked about the Library’s visibility in the community, participants gave KML an overall mean score of 8.3 out of 10 (with 10 being the highest). Scores were even higher with respect to the Library’s image and the overall quality of service it provides. In the Study Directors’ experience, KML received exceptionally high ratings, particularly for a facility that nearly all noted has serious space deficiencies. This finding indicates that the Library is doing an excellent job in terms of promotion, communication and outreach.

Ironically, with respect to launching a campaign to improve the Library, KML may find itself somewhat a “victim of its own success.” In some ways the Library has done too good a job with its limited resources; there is some perception that it is adequately meeting community needs and therefore there is not a sense of urgency to facility expansion and improvement. Education about the many specific and tangible benefits of a renovated and expanded KML will certainly be an important and necessary factor in capital campaign success.

Overall, the Study Directors found significant support for the Library’s renovation and expansion. Of 41 participant responses, 38 (93%) said they have a favorable attitude toward the project, while only three participants (7%) felt unfavorably. Furthermore, of 47 responses, 41 participants (87%) said they would contribute to the campaign personally or through their business. These are promising indicators that a capital campaign can be successful.

**Please rate your familiarity with KML programs and resources:**

|               |    |     |
|---------------|----|-----|
| Know well     | 28 | 39% |
| Know somewhat | 13 | 28% |
| Unfamiliar    | 5  | 11% |

(46 Responses)

A strong majority (67%) of participants were somewhat or fully familiar with KML’s programs and services. Most were aware of ongoing and upcoming programs and activities at the library.

**On a scale of 1 – 10 (with 10 being the highest), how do you rate KML’s visibility in the greater community?**

| Rating | Responses |
|--------|-----------|
| 1      | 0 0.00%   |
| 2      | 0 0.00%   |
| 3      | 0 0.00%   |
| 4      | 0 0.00%   |

|                |     |        |
|----------------|-----|--------|
| <b>5</b>       | 1   | 2.17%  |
| <b>6</b>       | 1   | 2.17%  |
| <b>7</b>       | 8   | 17.39% |
| <b>8</b>       | 12  | 26.09% |
| <b>9</b>       | 13  | 28.26% |
| <b>10</b>      | 4   | 8.70%  |
| <b>Average</b> | 8.3 |        |
| <b>Median</b>  | 8.5 |        |
| <b>Total</b>   | 46  |        |

KML’s visibility in the community is excellent, with 100% of responses reflecting a neutral or positive view. The mean score of 8.3 exceeds the average of 7 that FDA considers a threshold to address prior to undertaking a campaign. Many participants noted KML’s marketing materials, specifically the weekly e-newsletter, quarterly print newsletter, and fliers as helpful and effective in getting the word out about upcoming programs and events. A few of those interviewed said they were unaware of activities at the library but when pressed did say they received the newsletter. One respondent asked to have her address added to the newsletter’s distribution list. It is worth noting that outreach and visibility are often areas of weakness for smaller public libraries. The fact that the Kinderhook Memorial Library clearly does an excellent job getting the word out is a very positive indicator for successful campaign outreach.

**On a scale of 1 – 10 (with 10 being the highest), how do you rate KML’s image in the greater community?**

| <b>Rating</b>  | <b>Responses</b> |        |
|----------------|------------------|--------|
| <b>1</b>       | 0                | 0.00%  |
| <b>2</b>       | 0                | 0.00%  |
| <b>3</b>       | 0                | 0.00%  |
| <b>4</b>       | 0                | 0.00%  |
| <b>5</b>       | 0                | 0.00%  |
| <b>6</b>       | 0                | 0.00%  |
| <b>7</b>       | 1                | 2.22%  |
| <b>8</b>       | 14               | 31.11% |
| <b>9</b>       | 16               | 35.56% |
| <b>10</b>      | 8                | 17.78% |
| <b>Average</b> | 8.8              |        |
| <b>Median</b>  | 9                |        |
| <b>Total</b>   | 45               |        |

KML’s image is strongly favorable, with 100% of participants responding positively to this question. This response is a strong positive indicator for a campaign. When the

median response to this question dips below 7, it indicates the need to undertake a full-scale public relations effort to educate the larger community on the benefits of the Library prior to beginning a campaign; this will not be necessary in Kinderhook.

**On a scale of 1 – 10 (with 10 being the highest), how do you rate the overall quality of KML’s programs and services?**

| <b>Rating</b>  | <b>Responses</b> |        |
|----------------|------------------|--------|
| <b>1</b>       | 0                | 0.00%  |
| <b>2</b>       | 0                | 0.00%  |
| <b>3</b>       | 0                | 0.00%  |
| <b>4</b>       | 0                | 0.00%  |
| <b>5</b>       | 0                | 0.00%  |
| <b>6</b>       | 0                | 0.00%  |
| <b>7</b>       | 1                | 2.22%  |
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| <b>9</b>       | 16               | 35.56% |
| <b>10</b>      | 8                | 17.78% |
| <b>Average</b> | 8.8              |        |
| <b>Median</b>  | 9                |        |
| <b>Total</b>   | 45               |        |

With nearly identical ratings on quality and image, KML is clearly well regarded in the community. Several participants who moved to Kinderhook from more populated areas with much larger libraries stated that this library compares favorably. One participant noted that she found it easier to get materials from KML than from the New York Public Library system.

A number of participants found this a difficult question to answer, as on the one hand there is the Library as it now and then there is the Library as it “should” be. Even so, the Study Directors have rarely seen such high ratings for a library prior to construction. This should be viewed as both an asset, indicating the high regard the community has for the Library, and as a potential threat -- in that so many in the community see the Library as already fulfilling their needs (and thus less in need of change).

**Attitude toward the proposed renovation and expansion project:**

|                |    |       |
|----------------|----|-------|
| Favorable:     | 40 | 83.3% |
| Unfavorable:   | 4  | 8.3%  |
| No Opinion:    | 4  | 8.3%  |
| (48 Responses) |    |       |

A significant majority (82%) said they were in favor of the proposed renovation and expansion of KML (a 75% favorable response rate is considered satisfactory for beginning campaign work). Many of those in support of the project stated that the library has done an excellent job of service delivery in an incredibly small facility and that the staff and the community would gain tremendous benefit from space for meetings and cultural programs,

the separation of the adult and children's areas, more computers, public bathrooms, more room for collections and a facility that would be accessible to those with disabilities.

It is important to note that many interviewees wondered whether the size of the expansion was necessary or appropriate given perceived economic challenges, demographic trends (particularly with the recent closure of two elementary schools) and potential difficulty meeting a \$2 million campaign goal. Other participants expressed concern about a lack of a parking plan to accommodate the projected growth in library use, especially during evening events when elderly patrons in particular would need to park adjacent to the facility.

**Attitude toward KML conducting a capital campaign:**

|              |    |     |
|--------------|----|-----|
| Favorable:   | 39 | 85% |
| Unfavorable: | 2  | 4%  |
| Neutral:     | 5  | 11% |

(46 Responses)

Eighty-five percent of participants responded favorably to the idea of KML conducting a capital campaign. This is a strong number, exceeding the 75% threshold we recommend before beginning campaign work. It is important to note that many participants rightly saw the need for the proposed renovation and expansion and the need for a capital campaign as going hand in hand. A number of participants were pleased to learn that KML would not be asking the village or town to entertain a bond issue for the project.

**Can \$2,000,000 in philanthropic support be raised for the project?**

|             |    |     |
|-------------|----|-----|
| Yes:        | 10 | 21% |
| No:         | 13 | 28% |
| Maybe:      | 13 | 28% |
| No Opinion: | 11 | 23% |

(47 Responses)

## *Project Fact Sheet*

# KINDERHOOK MEMORIAL LIBRARY



*The Kinderhook Memorial Library serves to enrich the quality of life for a diverse and growing constituency of all ages by providing resources and services that contribute to individual literacy, education and entertainment. The Library is dedicated to encouraging children and adults in a love of reading and an appreciation for libraries.*

### **History of the Library**

The Kinderhook Memorial Library had its beginnings in 1928, when a group of passionate, dedicated and civic-minded residents petitioned the state of New York for permission to establish a public library in the community. Provisionally chartered as the Kinderhook Free Library, an association library, it was initially housed in the Masonic Temple with a collection of donated books as well as additional volumes purchased with funds from membership dues. At the time, anyone 16 years of age or older could become a member upon payment of an annual fee of one dollar; membership in the association numbered 100 persons. By the following year, the number of books and periodicals had grown to 1,600 and the collection continued to increase steadily. The Library soon met the standards for state certification of registration, entitling the Board of Trustees to receive tax monies to support operations.

In 1931, Mrs. Caroline Davie Lloyd decided to erect a building for the Library and to donate it in memory of her father, Mr. George Davie. The present site at the corner of Hudson and Sylvester Streets was acquired and the building dedicated on Thanksgiving Day, 1933. Six months later, the Library Board's request to the state was granted and an amended provisional charter issued, changing the Library's name to the Kinderhook Memorial Library. The Library received its permanent charter in 1951.

### **The Library Today**

Located in its original building, the Kinderhook Memorial Library today serves the majority of the town of Kinderhook and the entire town of Stuyvesant, with a total service area population of approximately 6,500. The Library now has more than 2,600 registered cardholders, representing over forty percent of service area residents – an impressive number. Hundreds of others visit and use the Library each year.

There are currently over 17,500 items in the collection – books, periodicals, audio books, DVDs, CDs, and other entertainment and education materials – all housed in that same 2,120-square-foot building that Mrs. Lloyd had constructed eighty years ago. The modest reading rooms, once spare, are filled beyond capacity with the collection, public computers, public-use office equipment, seating, and tables for work and study.

Open 47 hours each week, Tuesday through Sunday, the Library is a bustling community center that provides vital educational and informational resources and services. Over 53,000 items circulate annually from its own holdings as well as through interlibrary loan – over twenty volumes per cardholder. Despite the lack of a designated meeting or community room, the Library offers more than 340 programs annually, including lectures and readings, films, book clubs, preschool story times, craft and nature workshops, the summer reading program, and a variety of technology instruction. These programs often have overflow attendance, particularly on weekends and throughout the summer. All of the Library's resources, services and programs are provided free or at a nominal cost.



## *Project Fact Sheet*

The Library is a not-for-profit 501(c)(3) organization and governed by an independent Board of Trustees. Approximately 81 percent of the annual budget is funded by taxpayers, with the remainder from fundraising, individual donations, and grants. The staff includes a full-time director, six part-time personnel, and an active and engaged group of volunteers.

### **Vision for the Future**

While the Kinderhook Memorial Library has served the community admirably for the past eighty years, it cannot provide the resources and services required of a 21<sup>st</sup>-century library. Recent years have seen significant population increases year-round. The effect has been most striking in the summer, when many children's programs are filled to capacity and patrons often have to wait to use a public computer. The Library's holdings have grown and evolved as tastes and demands have changed. Now, with no space for further expansion, each new item acquired for the collection means another must be removed.



Contrary to predictions that public libraries would become obsolete in the digital age, libraries are instead experiencing a dramatic rise in use nationwide. This is certainly true of the Kinderhook Memorial Library, where circulation has increased by more than seventy percent over the last decade alone. Additionally, the role of contemporary public libraries has changed. No longer are they simply places of quiet study and repose. Across the country, in villages, towns and cities, public libraries have become centers for social, cultural and educational life, connecting the community to itself and empowering all to be engaged and informed citizens.

### **The New Library Project**

The Kinderhook Memorial Library is committed to remaining on its existing site, in its existing building, which is integral to its history and identity. In order to accommodate current and anticipated needs, the Library is considering a capital project to expand the building to a total of 6,400 square feet. In 2009, the Library retained an architect to develop plans for an expansion that would best serve service area goals as determined in consultation with the Mid-Hudson Library System.

The goals of the project are as follows:

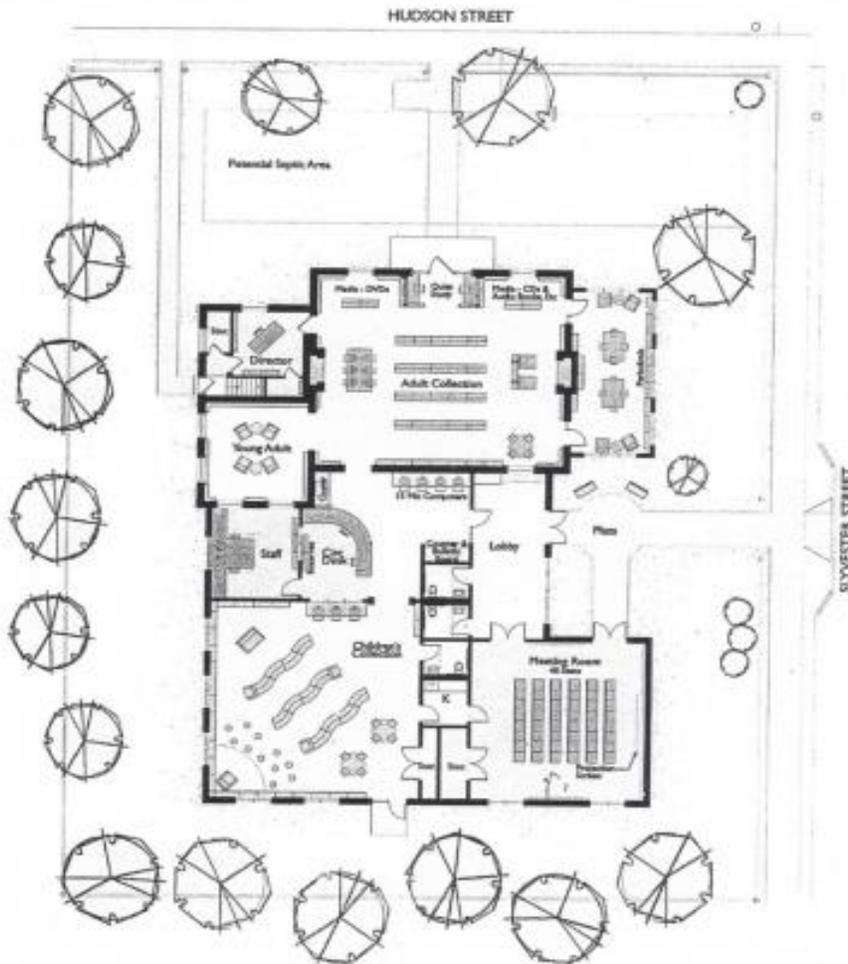
- Increased space for collections and technology;
- Areas for a variety of simultaneous patron uses, such as lectures for adults and children's story times;
- Separation of the environment for adults, children, and young adults;
- A dedicated program room for activities, performances, and meetings;
- More accommodating office space for the staff that is private and secure;
- Expanded and better located rest room facilities; and
- A building that is accessible to all patrons.



These goals are at the heart of the vision for the Library's future: while the mission remains the same, the scale and means by which it fulfills that mission have been transformed. The Library exists to ensure universal access to information and to connect the community to the world of knowledge. In this way, it helps individuals to achieve their goals and be successful at home, school or in the workplace. As a modern library, it also serves an important role as a vital center of the community.

The estimated cost for the project is \$2 million.

The Library is currently exploring the feasibility of raising that amount from the community.



Kinderhook  
Memorial  
Library

Preliminary Scheme 3 Conceptual Floor Plan

Scale 1/8" = 1'-0"

Scheme Summary:

|                                |           |
|--------------------------------|-----------|
| Existing Building:             | ±2,234 sf |
| Reading Porch Addition:        | ±620 sf   |
| Addition:                      | ±3,757 sf |
| Total Building with Additions: | ±6,411 sf |

*Proposed Floor Plan*

