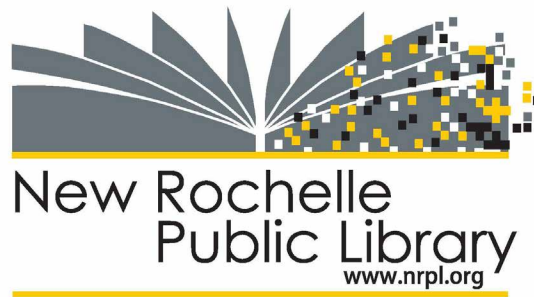




New Rochelle Public Library Strategic Plan

2021-2026



Library Board of Trustees and Governance

Whitney Barrat, *President*

Daniel Bonnet, *Vice President*

Sarah Langlois, *Secretary*

Thomas Geoffino, *Library Director*

Beth Acocella

Charles F. Burke, Jr.

Corey Galloway

Lucille Renwick

Strategic Planning Committee

Whitney Barrat

Corey Galloway

Thomas Geoffino

Sarah Langlois

Consultants

Public Works Partners



Introduction

The 2022-2026 Strategic Plan sets forth the New Rochelle Public Library's mission, goals, and implementation activities to continue our pursuit of building a best-in-class library that provides a place for all residents to access resources that meet their diverse needs and gather in community with fellow residents. This plan builds on the accomplishments of the previous strategic plan, "Keys to the Past, Gateway to the Future," by providing a clear strategy and method of accountability for the New Rochelle Board of Trustees over the next five years and solidifying the Library's role as an anchor institution in New Rochelle.

The strategic planning process was initiated by the Director and Board of Trustees of the New Rochelle Public Library (NRPL) in compliance with the New York State Department of Education's requirements of libraries. The process began in 2020, and experienced delays due to the onset of the COVID-19 pandemic. In May 2021, the Director and Board of Trustees engaged Public Works Partners, an independent public sector consulting firm, to plan and facilitate the strategic planning process.

The process gathered input from Library patrons and staff, the Board, and the broader New Rochelle community through various engagements, including a Board working session, a focus group with Library staff, two community meetings, and a public survey. More than 1,200 New Rochelle residents shared their ideas about the future of the Library. Along with insights from the Board and Staff, collectively these voices shaped the Library's 2022-2026 Strategic Plan and provided a vision for the kind of community space the NRPL can and should be. To learn more about the strategic planning process, see Appendix A.

Table of Contents

Introduction	03
Letter from the NRPL Board President and Director	05
Vision, Mission, and Core Values	06
Look at What We Accomplished Together	07
Writing Our Next Chapter	10
Goals and Objectives	11
Action Plan	19
Evaluation	32
Appendix A: Strategic Planning Process	33

Dear Library Patrons and New Rochelle Community,

As you are keenly aware, today's libraries are no longer just a treasure trove of books and printed materials, but have grown into much more, serving as the town square - the hub of community activity - where locals come to learn, socialize, and engage in civic activity. The New Rochelle Public Library seeks to be a welcoming and safe destination for every resident of our diverse city, and the Library is committed to evolving its facilities, programs, and services to meet the needs of New Rochelle residents.

Over the past five years, our library has morphed into a multi-service center that meets a wide variety of civic and social needs, including computer and WiFi access, ESL and civics classes, children's Storytimes in both English and Spanish, a safe place for teens to gather and socialize, a venue for vibrant arts and culture performances, a central location for community blood drives and pop-up COVID-vaccine clinics, and so much more.

When we were forced to close our doors in response to the COVID-19 pandemic, we pivoted to ensure the Library could continue to meet the needs of its patrons. We made print materials accessible via curbside pickup, increased our online capabilities, and added free access to hundreds of educational resources, books, magazines, movies, and a wide variety of news sources. Our incredible staff worked to ensure that our children could still connect with a favorite librarian through virtual Storytimes, and that they could enjoy a special craft project with our weekly "Pick Me Up" kits.

Over the past five years, the NRPL has made significant health and safety improvements to the Library's facilities; however, critical improvements are still needed to make the Library safe and accessible to all residents. Substantial investment is required to modernize the building's infrastructure and to bring the building into the twenty-first century. The idea is not only to repair and fix, but to modernize and equip the Library with new and improved amenities that meet the needs of patrons, now and well into the future.

As we look ahead to the next five years, our vision is to be bold; to be nimble and expansive in the kinds of services we offer and how we offer them to our community; to be open-minded in how we use our facilities, and to be both forward-thinking and realistic in determining what is possible. Our aim is to further expand our role as an anchor institution by continuing to invest in our community, and by providing the best, the most relevant, and the most inspiring services, facilities, classes, resources, and opportunities for all.

We are so grateful for the vision you shared to help create this plan. As stewards representing and advocating for the Library, we are confident this plan represents the best path forward to ensuring our Library continues to serve as the heartbeat of our great city.

Sincerely,



Whitney Barrat
President
New Rochelle Public Library Board of Trustees



Tom Geoffino
Director
New Rochelle Public Library

Vision, Mission, and Core Values

The New Rochelle Public Library's vision, mission, and core values are the bedrock of our Library. These statements serve as guideposts for our work, and provide benchmarks which we strive to meet or surpass as an anchor institution in New Rochelle.

Our Vision for the Future

We empower our community and transform lives by supporting learning and discovery, by providing access to knowledge, information, and resources, by preserving and sharing our cultural heritage, and by investing in our community's economic, social, and cultural well-being.

Our Mission

The New Rochelle Public Library is a community resource that seeks to improve the life of every citizen in our city. It is dedicated to encouraging learning in all stages of life, to protecting intellectual freedom and to providing fair and equal access to information.

Our Shared Values

The New Rochelle Public Library will fulfill this mission by embracing the following values:

- ▶ Build community by creating connections among New Rochelle's diverse populations and neighborhoods
- ▶ Provide accessible, comfortable, inspiring, and well-maintained facilities where everyone feels welcome
- ▶ Invest in the technology required to create digitally literate citizens
- ▶ Offer a great library experience aided by friendly, knowledgeable, and well-trained staff
- ▶ Promote the literacy, learning, and civic engagement necessary for a vibrant and healthy democracy
- ▶ Serve every segment of our community

Look At What We Accomplished Together

The NRPL has come a long way in the last five years. Since the launch of our last strategic plan in 2015, the Library has grown its share of grant funding, invested in facility updates, expanded digital offerings, increased operational capacity, and strengthened community connections.

Recognizing the need to supplement tax-payer dollars to fund capital improvements and other programming needs, the NRPL has been active in pursuing funding for capital improvements from a variety of sources, with increasing (but never guaranteed) success. Thanks to the matching grant funds from the New Rochelle Public Library Foundation and a New York State construction grant we were able to upgrade the entire second floor and add more private workspaces and energy efficient lighting.

The Library facility has served our city since 1979¹, and the building's 43-year-old infrastructure is showing its age, despite ongoing improvements. Our building, as outlined in our recent building audit conducted in 2020, requires major, and in some cases, urgent renovations and repairs. The idea is not only to repair and fix problems as they arise, but to be proactive in modernizing and equipping the Library with new and improved amenities that meet the needs of patrons, now and well into the future. Substantial investment is required to modernize the building's infrastructure and to bring the building into the 21st century.

Accelerated by the COVID-19 pandemic, the NRPL has made significant investments in technology and equipment. The pandemic exposed troubling gaps in families' access to technology, and created new demands within our community. Our NRPL staff, in turn, transformed these demands into opportunities to rework library offerings, and introduced loanable laptops and Mobile Hotspots.

Over the past five years, the Library has strengthened its internal capacity by establishing new staff positions to better serve patrons, while expanding outreach through improved public and social media presence. It has established or amplified long-lasting relationships with community partners to continue to meet the needs of its patrons. In addition to accessing print materials, patrons rely on the Library for its vast digital collection, free WiFi, public computers, printers and scanners, local history collection, arts and cultural exhibits and performances, health and wellness programs, and assistance accessing social services.

Now is the time for the Library to build on its accomplishments. The following infographic provides greater detail of our major achievements.

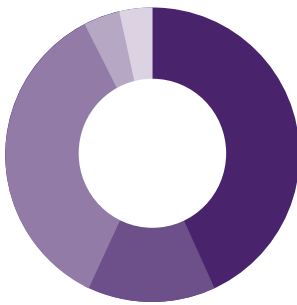
1. While the current Library facility has served the community since 1979, the NRPL has been a valued institution in the community for 128 years since it was originally chartered in 1894.

5 Years of Accomplishments: Successes

Grew Share of Grant Funding

Secured over \$2M in grants...

- \$1,060,000.00 in New York State Library Construction Grant monies
- \$350,000.00 in grant monies from Friends of the Library
- \$860,000.00 in grant monies from the Library Foundation
- \$100,000.00 in E-Rate grant monies
- \$87,000.00 in Emergency Connectivity grant monies



Increased Operational Capacity

- Built communications and outreach capacity through the creation of three new full-time positions
- Created a new full-time Archivist position, improving local history collection and access
- Established a full-time Bilingual Library Assistant position and Bilingual Librarian II
- Created a Librarian II, full-time supervising position to oversee operations at the Huguenot Children's Library
- Hired bilingual staff in circulation and adult services

Updates to Facilities



Remodeled the circulation desk and the vicinity to improve efficiency and installed two self-checkout kiosks



Reconfigured Main Library entrance and lobby to make it more accessible and welcoming



Upgraded WiFi services throughout all library facilities

Since the Last Strategic Plan



Expanded Digital Offerings

Enhanced e-newsletter content and distribution reaching nearly **10,000** subscribers



Established strong and consistent presence on Facebook, Instagram, and Twitter



Connected patrons to over **153,000** digital resources through Overdrive, Hoopla, Kanopy, and NY Times subscriptions



Launched virtual calendar of Zoom webinars, YouTube streams, and Facebook live events



Introduced loaning program for chrome books and WiFi units



Strengthened Community Connections

- Renovated teen room, hired a new teen Librarian and assistant, and implemented an enhanced schedule of after school and early evening activities to engage teens on a regular basis
- Started participating in a network of representatives of professional organizations, highly trained volunteers, and library staff members to provide patrons with support accessing social services and programs
- Collaborated with other New Rochelle organizations to provide robust programs in and around the Library
- Partnered with the NR school district to make our E-catalog of books and audiobooks seamlessly available to students with their school ID



Upgraded theft detection system and grew security staff to ensure presence of guards at all times



Installed touch screen bilingual early literacy stations



Constructed four new meeting and study rooms

+ More to come in our next chapter!

Writing Our Next Chapter

Historically, public libraries have been essential providers of accessible books, information, and education to local communities. While libraries generally offer the same traditional resources - books and movies, computers and WiFi, storytimes and tutoring, research databases and special collections - libraries are unique because they also reflect – through collections, archives, facilities, and programming - their specific community. Libraries that celebrate the local culture, history, and people they serve, come to life through their services and program offerings, community events, exhibits, theater, murals, and other artful and social expressions. The NRPL strives to be an anchor institution within New Rochelle that shares resources citywide, celebrates its history and people, serves as a place where people gather, and provides services that are responsive to our community's needs.

Technological advances have prompted an upward trend in demand for digital consumption amongst our patrons. From e-books to e-movies and social media to new software and equipment, the demand for services has changed. The COVID-19 pandemic forced libraries to abruptly pivot services traditionally offered in-person to virtual platforms and to reimagine themselves as centers of public health, holding community blood drives and pop-up COVID vaccine clinics. Furthermore, beautifully constructed, state-of-the-art libraries are being built around the world that redefine the traditional library aesthetic and experience. These modern spaces are masterfully designed, have ample natural light, clean, filtered air, and are equipped with outdoor patios, green space, and innovative technologies, such as music production facilities. These changes beg the question: What will make libraries exemplars of great community gathering spaces in the future?

Library users, both present and future, should help shape the vision and future of their local libraries. After all, libraries belong to the people, and people are the spirit behind any great public institution. This Strategic Plan is a result of a community-wide effort to gather input to inform the vision and goals for the NRPL for the next five years. This is just the beginning, and a key component of our work going forward is to work in partnership with the New Rochelle School District (NRSD), community-based organizations, local businesses, New Rochelle residents, entrepreneurs, religious institutions, elected officials, local government agencies, and other local stakeholders to implement this Strategic Plan.

To fulfill the Library's ambitious vision for its facilities, programs, and services, the following five goals were developed to guide the Library's actions for the next five-year period, from 2022 to 2026.

Goals and Objectives

Goal 1: Enhance the Library's facility so that it is best-in-class and built for the future

Goal 2: Upgrade technology to elevate the Library's programming and service delivery

Goal 3: Strengthen existing and establish new trusted lines of communication with residents across New Rochelle through partnerships with the New Rochelle School District, community-based organizations, local businesses, entrepreneurs, religious institutions, elected officials, City agencies, and other local stakeholders

Goal 4: Prioritize outreach to communities of color, Spanish-speaking residents, and underserved neighborhoods in New Rochelle to ensure that the Library's visitors and card users reflect the diversity of New Rochelle residents

Goal 5: Increase the visibility, access, and scale of the Library's programs and services that encourage patronage among youth and young working professionals, ages 16-35, and residents of Downtown New Rochelle

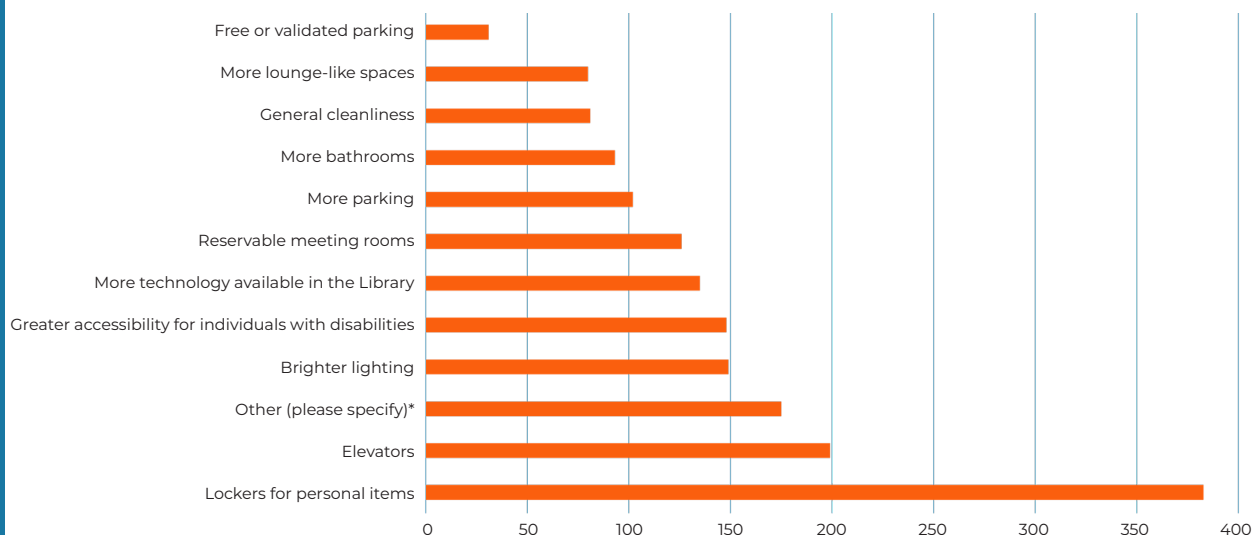
Goal 1 Enhance the Library's facility so that it is best-in-class and built for the future

Objectives

1. Provide accessible spaces, entrances, and circulation elements for all, both inside and leading up to the Library, such as ramps, staircases, and sidewalks
2. Ensure the Library's buildings and surrounding spaces are welcoming, comfortable, clean, safe, and well-lit
3. Invest in capital improvements that modernize the Library's infrastructure and enhance the experience of patrons through contemporary technologies and new amenities, such as recording studios and outdoor patios
4. Incorporate green building solutions to enhance the sustainability of the Library and reduce its carbon footprint and energy consumption
5. Make it easier to visit the Library by addressing nearby parking issues

Which updates would you like to see made to the Library's facilities?

The stakeholder survey collected 1,702 responses to this question from 602 respondents.



*Examples of frequent 'Other' responses include: Coffee shop/cafe, Remodel existing bathrooms, and Comfortable open spaces for reading

Goal 2 Upgrade technology to elevate the Library's programming and service delivery

Objectives

1. Invest in upgrades to the IT, security, and communications infrastructure, such as an enhanced virtual server environment, cloud-based software, telephones, and an Internet Protocol camera system
2. Replace all IT equipment that is greater than 5-years old to be in compliance with the Library's standard operating procedures
3. Expand WiFi coverage and WiFi Hotspot lending for flexible and convenient off-site and on-site public computer use
4. Purchase and install relevant equipment for meeting rooms and computer labs and to begin offering a mobile training lab, such as Smart TVs, laptops, presentation, and AV equipment
5. Continue to digitize the Library's local history collection, including photos, postcards, news clippings, and other local artifacts and expand upon the collection's electronic index
6. Expand creative spaces to include music and audio creation for the public and provide appropriate tools for creating virtual programming, like YouTube video production, social media, and Zoom webinars



Of the 1,702 survey responses, 20% indicated an interest in more technology available at the Library.

Goal 3 Strengthen existing and establish new trusted lines of communication with residents across New Rochelle through partnerships with the New Rochelle School District, community-based organizations, local businesses, entrepreneurs, religious institutions, elected officials, City agencies, and other local stakeholders

- Objectives**
1. Develop stronger partnerships with elected officials, (e.g., community districts, community boards, City Council, etc.), community organizations, local businesses, religious institutions, and other local stakeholders to reach more New Rochelle residents
 2. Utilize Library resources efficiently and effectively to carry out consistent communication, outreach, partnership, and to spread the word about existing programs and services
 3. Regularly convene and communicate with new and existing partners to keep each other abreast of upcoming events and services and to generate opportunities for collaboration and support
 4. Continue to grow in partnership with the New Rochelle School District, focusing on co-creating community services, programs, and community outreach and communication
 5. Continue to develop partnerships with city and statewide library networks, councils, and institutions, such as the Empire State Library Network, to broaden the audience of the Library's local history collection and other programs and services

New Rochelle has a vibrant and thriving community with endless potential for collaboration and partnership.



The New Rochelle Chamber of Commerce maintains over 250 members, including non-profits, local businesses, faith-based institutions, schools, and colleges.

The New Rochelle Downtown BID is composed of over 800 local businesses and property owners².

2. Information from the NRBID website. There may be overlap between the New Rochelle Chamber of Commerce members and members of the NRBID.

Goal 4 Prioritize outreach to communities of color, Spanish-speaking residents, and underserved neighborhoods in New Rochelle to ensure that the Library's visitors and card users reflect the diversity of New Rochelle residents

Objectives

1. Deepen the Library's relationships with New Rochelle's diverse communities, prioritizing Spanish-speaking residents, people of color, and residents of underserved neighborhoods
2. Offer additional services in all the languages most spoken by New Rochelle residents, particularly Spanish, and connect residents to these services
3. Explore opportunities to expand the Library's reach beyond its brick-and-mortar walls through mobile programming
4. Continue the Library's commitment to making programs and services accessible to all New Rochelle residents
5. Continue to ensure that training and resources for how to use modern technology is available in multiple languages

Over 93 percent of the Library's patrons come from three zip codes: 10801, 10804, and 10805. Most survey respondents also live in these zip codes. Zip codes with less participation and patronage - 10538, 10583, and 10803 - present opportunities for outreach and expansion.

Zip Code	Population	Median Income	Median Age	Limited English Speaking Households
10538	16,302	196,944	40.9	5,812
10583	40,851	208,212	42.4	13,923
10801	41,370	64,043	36.5	14,758
10803	12,510	157,143	39.1	4,006
10804	15,229	182,396	46.5	5,124
10805	19,096	72,138	42.6	7,602

Data in this table is from the American Community Survey (ACS) 2019

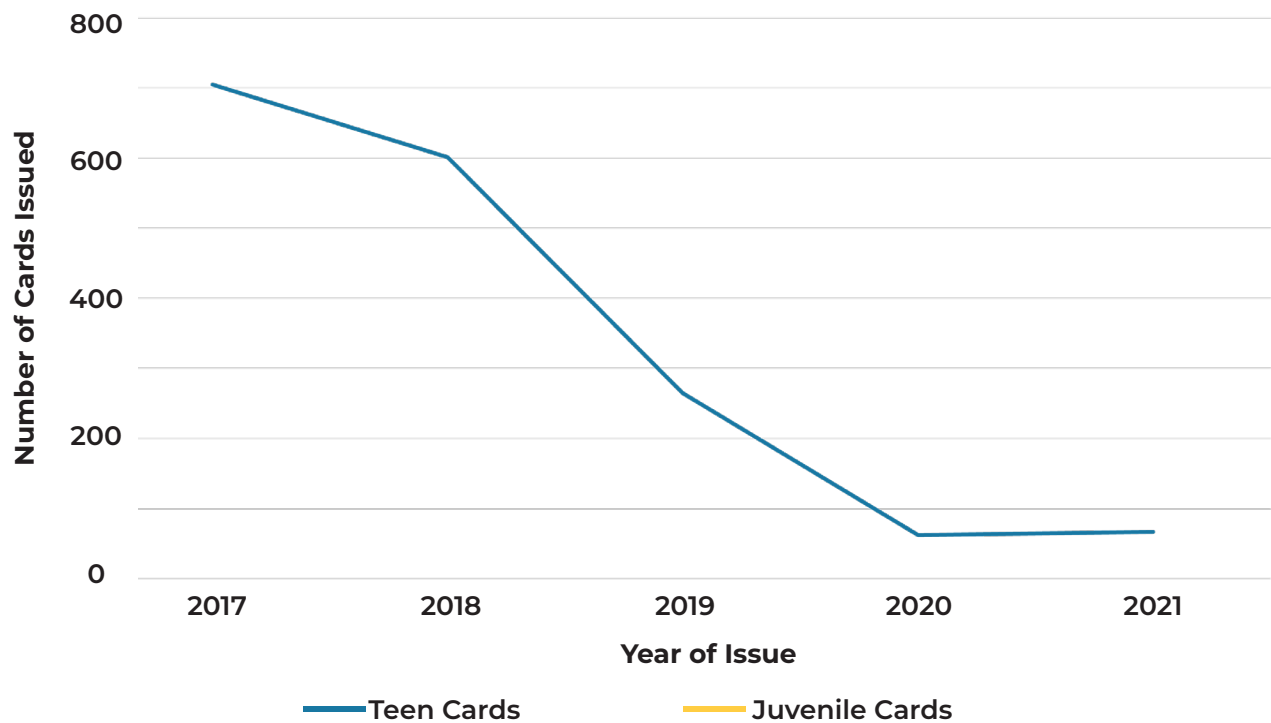
Goal 5 Increase the visibility, access, and scale of the Library's programs and services that encourage patronage among youth and young working professionals, ages 16-35, and residents of Downtown New Rochelle

Objectives

1. Market the services and programs that currently exist and work with partners (e.g., NRSD, Empire State Library Network, community centers, the housing authority, businesses, the City, etc.) to amplify these services to residents across New Rochelle and in the downtown area
2. Hold networking, arts, and cultural events and programs that draw on the artistic talent of New Rochelle and that are of interest to young working professionals
3. Amplify the voices of youth from the New Rochelle community and expand upon youth programming and services
4. Offer programs and services at different times of day to be accessible to more residents, particularly young working professionals and entrepreneurs
5. Continue to expand upon the Library's business center to attract more working professionals and entrepreneurs
6. Explore additional programming opportunities that meet the needs of new residents in Downtown New Rochelle
7. Continue to infuse modern technology throughout programs, services, and equipment and provide training and resources for how to use this technology
8. Continue to use the local history collection as a means of engaging interested long-standing residents and new residents of New Rochelle who want to learn more about their city

Of the 713 survey respondents who provided their age range, less than 8% of survey respondents are between the ages of 16-35 years old, however this group makes up approximately 26% of the New Rochelle population.³

NRPL has seen a decline in the number of cards issued to teens and juveniles since 2017.



3. American Community Survey (ACS) 2019 data was used for New Rochelle population statistics. The stakeholder survey implemented to support this strategic plan used an age range of 16-35 and there is no equivalent age range in the ACS. To compare survey results to the broader New Rochelle population within this age range, we added the populations of the closest available ACS age groups, resulting in a cumulative count of those 15-34 years old. The ACS includes margins of error for each group within this cumulative count.

Action Plan

The Action Plan is a roadmap for the New Rochelle Library Board of Trustees to make progress towards the Strategic Goals and Objectives and the Library's commitment to continuous improvement and learning. The below list of action steps has been organized into short-term activities (i.e., action steps to be carried out in the first three years of the Strategic Plan) and long-term activities (i.e., action steps to be carried out in the fourth and fifth years of the Strategic Plan). Throughout the Strategic Plan, cross cutting themes exist across Goals and Objectives. Therefore, action steps may contribute to multiple goals, as shown below.

Short Term 2022 - 2024 (Year 1 - Year 3)

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Facilities & Equipment						
Develop a Capital Improvement Plan (CIP) that will identify and define the capital projects that need to be and will be done to modernize the library, provide new amenities, incorporate green building solutions, and make the building accessible for all and compliant with the Department of Buildings. The CIP will also identify and forecast funding sources, prioritize improvements based on funding available, and estimate a timeline for completion of individual projects.	NRPL Board and Director	X				
As part of the CIP, provide more spaces for lounging and meeting up with friends and explore ways to potentially reopen the Library Cafe.	NRPL Board, Director, and Foundation President	X				X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Work with the NRPL Foundation to identify ways in which fundraising and grant writing efforts can supplement the cost of certain capital improvement projects, such as the expansion of reservable smart meeting rooms and communal and individual workspaces at the Handelman Business Opportunity Center.	NRPL Board, Director, and Foundation President	X	X			X
As part of the communications and marketing plan, keep New Rochelle residents informed and involved in decision-making processes about impending capital improvements to the NRPL.	NRPL Board, Director, and Marketing Coordinator	X		X	X	X
As a result of the COVID-19 pandemic, develop more rigorous cleaning protocols. Begin by creating a standard operating procedure for Library maintenance and cleaning to foster a healthy environment for all New Rochelle residents. Evaluate current staffing and schedule for cleaning the Library and identify where improvements can be made and determine if hiring additional maintenance or cleaning staff is needed.	NRPL Director and Maintenance Staff	X				
Ensure the safety of all patrons and staff - and especially persons with disabilities - before, during, and after emergency situations by updating the Library's emergency preparedness plan. The plan should include safety protocols, training, and drill instructions and sequences for emergencies and disasters. The plan should also provide protocols for emergency equipment inspection and maintenance, such as smoke detectors, sprinklers, fire extinguishers, etc.	NRPL Director	X				

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Take the Library out into the community. Use the NRPL van to test a mobile library pilot program that collects and checks out (e) books, informs the community about the Library's services, and provides resources.	NRPL Board, Director, and Program Staff				X	X
Coordinate with the Department of Public Works to provide public transportation access to and from both Library locations, such as the CircuitNR, throughout the day. Should the Library already be accessible by public transportation, advertise these transportation options via the website and provide support to New Rochelle residents regarding how to access the Library through these options (i.e., help residents download the CircuitNR mobile app).	NRPL Board and Director	X		X	X	X
Explore ways to offer validated parking for Library patrons and work with the City to address parking issues.	NRPL Board and Director	X		X	X	X
Continue to advocate to the City for more public parking for Library patrons as well as for more lighting outside of the Library's Main Branch.	NRPL Board and Director	X		X	X	X
Technology						
Develop a comprehensive IT strategy that outlines how technology should be used to meet IT standards and organizational goals. The strategy will detail the many factors that affect NRPL's investment in and use of technology.	NRPL Board, Director, and IT staff		X			

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Work with the NRPL Foundation to identify ways in which fundraising and grant writing efforts can supplement costs of IT upgrades and equipment.	NRPL Board, Director, and Foundation		X			
Partnerships						
Develop a comprehensive communications, partnerships, and marketing strategy that outlines how the NRPL will target and communicate with existing and potential new partners and patrons, moving forward. The strategy will identify target audiences, context, intended outcomes, key messages, the appropriate medium, and preferred messengers.	NRPL Board, Director, and Marketing Coordinator			X	X	X
As guided by the communications, partnerships, and marketing strategy, work with the NRSD and community partners, such as the Housing Authority and community centers, to identify and reach New Rochelle communities where residents may not be able to visit the Main Branch or Children's Library for a variety of reasons (i.e., distance from home to the Library, availability and cost of parking, etc.).	NRPL Board, Director, and Program Staff			X	X	X
Continue to work with the local business community, including the New Rochelle Downtown BID, small business owners, and major institutions, such as the Montefiore New Rochelle Hospital and local colleges, to identify and reach young working professionals and entrepreneurs in New Rochelle. ⁴	NRPL Board, Director, and Program Staff			X	X	X

⁴. Use the newly developed communications, partnerships, and marketing strategy to guide these efforts.

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Continue to collaborate with local artists and artist groups (i.e., public theater companies) to hold art exhibitions, theater productions, concerts, galleries, etc. at the Ossie Davis Theater and the outdoor space outside the Main Branch. Ensure that productions are offered in multiple languages. (See footnote 4.)	NRPL Director and Program Staff			X	X	X
As part of the comprehensive communications, partnerships, and marketing strategy, continue to work with statewide library networks, councils, and institutions, such as the Empire State Library Network, to promote the Library's local history collection online and through social media. Work with these partners to promote the local history collection and other programs and services on their platforms to expand the Library's online presence, reach, and social media following.	NRPL Marketing Coordinator and Adult Librarians Department		X	X		X
Meet with school leaders, the City School District of New Rochelle Board of Education (BOE) members, and community leaders to chart a path forward for meaningful and mutually beneficial partnerships. During these meetings, consider what the School District and community need from the Library in order to better serve their constituents (i.e., dance and drama classes for students to support the Performing and Visual Arts program at New Rochelle High School, after school programming when schools are closed, etc.) and establish a meeting cadence moving forward. This will help assert the NRPL's presence and interest in NRSD and community issues and identify areas of potential support and collaboration. (See footnote 4.)	NRPL Board, Director, and Marketing Coordinator			X	X	X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 4
Partner with the NRSD to reinvigorate the NRPL Youth Council and to co-host events that are youth-focused and to invite youth groups in New Rochelle who are focused on community planning and youth advocacy to hold their meetings at the Library. (See footnote 4.)	NRPL Director and Program Staff			X	X	X
Formalize partner convenings and meet with partners on a regular basis. During these meetings, discuss partners' upcoming events that the Library can promote and could potentially serve as a host amongst other ways to collaborate. The Library can share updates and promotional materials about its upcoming events with community partners to share with New Rochelle residents. (See footnote 4.)	NRPL Board, Director, and Marketing Coordinator			X	X	X
Co-create programming with the NRSD, the City, community organizations, businesses, and local groups and jointly promote and host events in locations outside of Library's facilities. In partnership with schools, the NRPL should prioritize co-creating programming for high school students. Programming could include mentorship and tutoring programs led by older students for younger students, including high school, middle school, and elementary school students. Hold programming at the NRPL and pool together NRPL and school resources, where possible, as it is costly for schools to remain open after hours and permits are required. (See footnote 4.)	NRPL Board, Director, Marketing Coordinator, and Program Staff			X	X	X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Library Staffing & Operations						
Continuously assess and evaluate progress made towards Strategic Plan goals and objectives. Look at benchmarks and metrics provided in the capital improvement plan, IT strategy, and comprehensive communications, partnerships, and marketing strategy to help complete these assessments.	NRPL Board and Director	X	X	X	X	X
Assess existing staff roles and responsibilities to dedicate more Library staff, time, and/or resources to community relations who will serve as direct contact(s) to current and potential partner organizations and facilitate relationships between community organizations and Library departments. Potential solutions could be to determine if this responsibility fits within an existing role, dedicate one person to it, or hire a new staff member for this role.	NRPL Board and Director			X	X	X
Create a roster of Library staff able to regularly attend events throughout the community to ensure consistent Library representation and encourage inter-staff communication about efficacy and ways to further engage, support, and attract patrons to the Library.	NRPL Board, Director, and Foundation President			X	X	X
Explore extending weekday and weekend hours at both NRPL branches and offer more programs and services in the evenings. (Obtain personnel - a combination of staff, volunteers, and community partners - to run programming and services during these hours.)	NRPL Board and Director				X	X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Increase the number of multilingual volunteers and hire staff who are multilingual to provide services and programming to community members in multiple languages, particularly Spanish. (Services could include counseling, mental health services, bilingual education, employment services, financial assistance, computer classes, and technology support.)	NRPL Director and Program Staff			X	X	X
Assess current staff and volunteer capacity to create more programs and classes geared towards young working professionals, entrepreneurs, youth, and new residents in Downtown New Rochelle. For adults, such topics could include financial literacy, investing, navigating career changes, navigating home ownership, etc. For youth, topics could include STEAM programming, creative writing programming, dance, and drama classes to support the Performing and Visual Arts program at New Rochelle High School, and programming for students with physical and intellectual disabilities. Hire new staff or volunteers, as needed.	NRPL Director and Program Staff					X
Develop a plan for reaching new residents in Downtown New Rochelle to understand the types of programs that might be of interest to them. Consider sending mailers to residents in the area, holding tabling events at new residential buildings, or surveying these residents in order to obtain demographic information.	NRPL Director and Marketing Coordinator			X		X
Explore opportunities for bringing a notary public into the library on a regular basis to provide notary services.	NRPL Director and Program Staff					X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Communications & Outreach						
Identify priorities for outreach efforts based upon an understanding of population by zip code for New Rochelle and the breakdown of Library cardholders by zip code.	NRPL Director and Marketing Coordinator			X	X	X
Build upon the Library's mailing list and community organization list to develop a comprehensive list of stakeholder groups throughout New Rochelle, complete with City agencies, elected officials, community organizations, businesses, and other local groups. Pull from existing lists, such as from the Chamber of Commerce and NRBID. Also, join mailing lists, where possible. Add these contacts to the NRPL mailing list and give them the option to opt out. (See footnote 4.)	Marketing Coordinator			X	X	X

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
<p>Build upon the public engagement survey that was administered during the strategic planning process by developing and administering an ongoing feedback survey for all NRPL patrons. The survey should be offered in both English and Spanish and online and in hard copy. The survey should specifically include lines of inquiry regarding the technological needs of the community (i.e., computer and software classes).</p> <p>Assess feedback and utilize survey findings to continue to seek ways in which the Library can improve upon existing programs and services, as well as expand them.</p> <p>Present to the public how the NRPL plans to use patron's feedback to improve upon and expand programs and services via regular public Board meetings. If the Board receives less feedback than is useful, consider revising the communications plan to update public outreach protocols. (See footnote 4.)</p>	NRPL Board, Director, and Marketing Coordinator	X	X	X	X	X
Continue to use the NRPL's social media accounts, newsletters, and online campaigns to promote the Library's local history collection and to engage new residents who want to learn more about their new home. Coordinate internally to ensure these posts regularly appear in the Library's feed and content calendar. Innovate and scale up marketing efforts and campaigns for this program, as needed. Ensure campaigns reflect the diversity of New Rochelle residents.	Marketing Coordinator and Adult Librarians Department		X	X	X	X
Implement other activities as outlined in the comprehensive communications, partnerships, and marketing strategy.	NRPL Board, Director, and Marketing Coordinator			X	X	X

**Long Term
2024 - 2025
(Year 4 - Year 5)**

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Facilities & Equipment						
Receive funding for planned capital improvements as outlined in the Capital Improvement Plan (CIP), and engage in a competitive bidding process to identify and select an engineering firm.	NYSED, NRPL Board, and Director	X				
Work with the selected engineering firm to plan and design each capital improvement project.	NRPL Board, Director, and Marketing Coordinator	X	X			
Through public Board meetings, engage the public during the capital improvement process and receive their input throughout the planning, design, and construction phases.	NRPL Board, Director, and Marketing Coordinator	X		X	X	X
Make planned capital improvements from the CIP, such as accessible public and staff areas (i.e., all entrances, restrooms, elevators, classrooms, and staff offices), facade improvements, as well as other site features related to building elements that maintain heating, ventilation, and air conditioning (HVAC); interior finishes; mechanical, electrical, plumbing, and fire-protection infrastructure; life-safety measures; and code compliance.	NRPL Board and Director	X				
During the capital improvement process, modernize the building by adding new amenities and features that will make the NRPL a great community space for New Rochelle residents to gather.	NRPL Board and Director	X	X			

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Integrate renewable energy sources to supply energy needs (i.e., solar panels, grid hybrid systems, solar thermal cladding, green roofs, etc.), incorporating natural light, and reducing energy consumption and waste.	NRPL Board and Director	X				
Incorporate additional accessible outdoor seating, green spaces, and outdoor play areas that encourage enhanced use of the outdoor areas surrounding the Main Branch.	NRPL Board and Director	X				X
Assess the viability of the mobile library pilot program and evaluate the feasibility of expanding the program. If the Board decides to continue with the program, consider investing in a mobile library that goes around the City, particularly in underserved communities, that is complete with a selection of books, Wi-Fi hotspot, computer access, and classes.	NRPL Board, Director, Foundation President, and Program Staff			X	X	X
Technology						
Assess progress made towards the IT strategy, including upgrades and new solutions implemented and explored during the first two years of the strategic plan, and determine next steps for sustaining and growing these efforts.	NRPL Board, Director, and IT staff		X			
Continue to work with the NRPL Foundation to identify ways in which fundraising and grant writing efforts can supplement costs of IT upgrades and equipment.	NRPL Board, Director, and Foundation		X			

Action Step	Responsible Department/ Staff Member	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Partnerships						
Partner with the NRSD and community organizations to create a satellite site pilot program throughout the New Rochelle community, complete with a selection of books, Wi-Fi hotspot, computer access, and classes.	NRPL Board, Director, and Program Staff			X	X	X
Assess progress made towards partnership development from the first two years of the strategic plan and determine next steps for sustaining and growing partnerships.	NRPL Board, Director, and Marketing Coordinator			X		
Library Operations						
Continuously assess and evaluate progress made towards Strategic Plan goals and objectives. Look at benchmarks and metrics provided in the capital improvement plan, IT strategy, and comprehensive communications, partnerships, and marketing strategy to help complete these assessments.	NRPL Board and Director	X	X	X	X	X
Communications & Outreach						
Assess progress made towards the comprehensive communications, partnerships, and marketing strategy, including communications and outreach efforts undertaken during the first three years of the strategic plan, and determine next steps for sustaining and growing these efforts.	NRPL Board, Director, and Marketing Coordinator		X	X	X	X

Evaluation

Progress towards the strategic goals and objectives laid out in the 2022-2026 Strategic Plan will be evaluated throughout the lifetime of the Plan. Building on the Action Plan, the New Rochelle Board of Trustees will vote on how progress will be measured to develop a foundation for assessment.

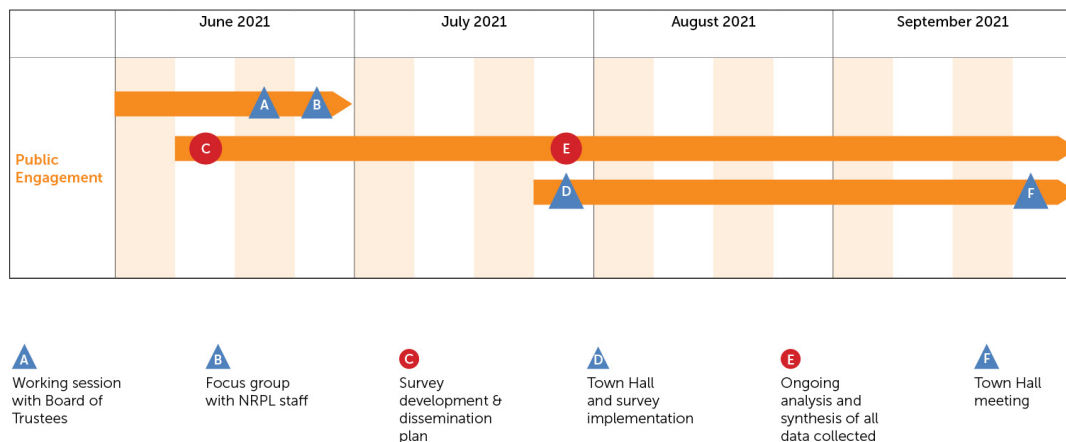


Appendix A: Strategic Planning Process

In 2021, the New Rochelle Public Library (NRPL) completed a strategic planning process that prioritized engaging the public and gathering their feedback to inform the Library's activities for 2022-2026. As part of the engagement process, there was a working session with the Board, a focus group with NRPL staff, two community meetings, and a survey administered among New Rochelle residents. (See Figure 1 below for a timeline of our public engagement activities.) From July-October 2021, more than 1,200 respondents provided suggestions, comments, and ideas for the Library's future. The Board is grateful for the time that residents devoted to this process. The NRPL could not have developed the Strategic Plan without residents' crucial input.

The community meetings were conducted as hybrid meetings, allowing participants to join virtually or in-person while following COVID-19 safety protocols⁵. The meetings involved wide-ranging discussions with patrons about the state of the Library, the services it provides, and how the Library can improve its offerings and facilities to best meet the needs of the broader New Rochelle community. To complement the direct input, the survey allowed residents who participated in the community meetings to elaborate on these same themes, and it provided an opportunity for residents who could not participate in the community meetings to share their vision for the Library. The survey was widely disseminated both electronically and on paper in collaboration with the City School District of New Rochelle, houses of worship, and community partners through a variety of grassroots efforts, including posting flyers in local businesses, attending community gatherings like Summer Sounds concerts, and soliciting participation at New Rochelle Street Fair.

Figure 1: Public Engagement Activities Timeline



5. Safety protocols included temporarily closing the Library, enforcing social distancing, and reducing the Library's indoor capacity.



New Rochelle
Public Library
www.nrpl.org