



# Woodstock Public Library District

## Plan of Service (2022-2026)

Approved by Board of Trustees December 16, 2021

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### Purpose of this Document

This Plan of Service is a guide for our Library in serving the community. It was created drawing information from the surveys and community input received over the years, using Turning Outward in 2021 as a focus and as a tool, the expert knowledge of our Trustees and Director in providing modern library services, and with guidance from information provided by the Mid-Hudson Library System and other national library resources.

This Plan is written for the next 5 years and will be consulted on an annual basis to ensure its relevancy and the Library's progress in fulfilling goals. The Library Director will report on the progress of the Plan at least annually at the June board meeting as it will inform the budget process.

# Executive Summary

The Woodstock Public Library District has evolved from its beginnings as The Woodstock Club over 100 years ago and the world, Woodstock, and public libraries have evolved since 1913 we believe that our public library should be a place for the people of Woodstock to find terrific up-to-date materials to borrow, provide opportunities to learn and interact with each other in meaningful ways.

The plan reflects a commitment to establishing a deeper and richer relationship with the community. We emphasize the Library's role as social commons and provide context for dynamic community interaction. We intend to continue doing this without de-emphasizing the importance of reading and books for all people. We are committed to making sure the information about our programs is available and reaching the widest audience so that as many people as possible can gain something from the variety of programming we offer.

The Woodstock Library has been increasingly busy over the last decade, in patron visits, circulation, programming, and usage of all resources. We aim to continue that trend while recognizing that the Library cannot and will never be all things. Woodstock and Ulster County are blessed with many resources and we do not wish to replace already wonderful and necessary services. We want to use the precious resources that we have, especially our unique ones like our Library Lawn, our wonderful staff, and our well-rounded collections to leverage the tax-payer funding we have to the best advantage for our community. We want to connect those with skills and interests to share with others of all ages in our town. Create and strengthen connections and collaborations with other organizations, especially those that celebrate and preserve Woodstock's unique creative heritage. We want to work towards creating expanded Library spaces that will be supported, enjoyed, and celebrated for years to come. We intend to broaden our base of financial support so we are not so heavily reliant on tax-payer funding.

We want to be your trusted portal to the world of information and an integral connector or starting point for the multitude of questions and queries modern life provides. Above all, we want to be a shared asset that everyone is proud of and a place to share our community's resources.

# Vision, Mission, and Values

Our Vision outlines what the Library is and aspires to be in the future and is a source of inspiration. Our Mission is how we fulfill our Vision. Our Values outline how we do our work.

## **Vision Statement:**

The Woodstock Public Library District is a place of enrichment, information sharing, and community connections. The Library envisions a future where creativity, learning, and the exchange of ideas foster a more civil, enlightened, and egalitarian society.

## **Mission Statement:**

The mission of the Library is to encourage free and open access to information, in all its forms but especially printed materials such as books, facilitate lifelong learning and the stimulation of ideas, celebrate the rich history of Woodstock as the Colony of the Arts, and provide opportunities for creativity and community engagement. The library is a community hub that evolves in response to changing needs and offers the latest in technical, intellectual, and cultural resources.

## **Values:**

The Library is committed to free and equal access to information, intellectual freedom, quality library service, creating a welcoming environment for all, and responsiveness to community needs.

# Current Environment

## **LIBRARY STAFF 2022**

Ivy Gocker, Library Director  
Kim Apolant, Librarian I  
Mei Moi Lee, Library Technical Services  
\_\_\_\_\_, Children's Services Coordinator  
Michael LaMuniere, Library Tech Asst  
Hollie Ferrara, Library Clerk  
Hannah Garden, Library Clerk  
Maggie Mitchell, Library Clerk  
Audrey Delissio, Library Clerk  
Maureen Farrell, Library Clerk

## **LIBRARY BOARD 2022**

Jeff Collins, President  
Barry Miller, Vice-President  
Liz Rosen, Treasurer  
\_\_\_\_\_, Secretary  
Kevin Kraft  
Dorothea Marcus  
Linda Lover  
Howard Kagan  
Caroline Jerome  
Marcia Patten  
Roz Balkin  
Leslie Gerber

## **Budget:**

The Woodstock Public Library has an operating budget of approximately \$684,000. The budget reflects a combination of funding sources, a tax levy of approximately \$596,893 and Onteora School District Tax of \$6,900, and the rest is composed of grants and donations.

## **Technology:**

The library currently has 9 computers for public use, 5 computers for library operations, and 5 laptops for staff use.

The Library has 1 projector that is 5 years old that is used for events and programs, sometimes loaned for non-profit use. A digital recorder that is used for filming Board Meetings and special events.

## **Community Demographics:**

As of the 2020 census, the Woodstock population is 6,287, an increase of 403 from 2010. This number swells on weekends, holidays, and during the summer when many tourists and summertime residents fill the town. The population has undergone a significant change as a result of the Covid-19 pandemic. The Library has seen an increase in families and children who have recently moved to the community.

Pulling from statistics from September 2020, 29.68% of the population is over the age of 65. 56.98% are of working age (18-64). 13.34% are under 18, with 2.58% of that group under 5 years old.

Residents in the Town are a part of New York's 19th Congressional District, State Senate District 46, and Assembly District 103. Homes are either in Onteora Central, Kingston City, or Saugerties Central School Districts.

### **Economic Factors:**

The median household income for the study area was \$72,712, compared to the state of New York with a median of \$68,486, as estimated by the Census' American Community Survey in 2019 (in 2019 dollars).

The percentage of households with an annual income of \$150,000 or more was 558, or 19.17% of the population, much higher than the state average.

## **FRIENDS OF THE LIBRARY OF WOODSTOCK, NY, INC.**

Written by Polly Kline

Volunteers from a broad range of backgrounds, whether poets or real estate brokers, social workers or carpenters, brought the Woodstock Public Library into existence. The community pool of spirited if unpaid workers for the Library has been replenished with each generation. For many years, there was no organizational framework (except, of course, for the Library's board of trustees, always made up of volunteers). With the change to public library status, the more formal support group, the Friends of the Library of Woodstock, New York, Inc. was organized in May 1990 and incorporated four months later. Since then, the many long-time loyal Library supporters under Friends' leadership have run the library fairs and book sales which net about \$25,000 a year. The various urgent needs this revenue has helped to fill includes major supplemental book purchases; special educational and entertainment programs for children and adults; improvements to parking, storage, and other facilities; the acquisition of important elements of the computerized system; support of the Library Forums and the Children's Summer Reading Program, and public relations materials. Speaking for ourselves, among all the other freedoms, we as volunteers celebrate the freedom to use our time as we choose. The Library offers its individual freedoms: to read, to view, and to hear every recorded expression of the human mind. The Library volunteers are rewarded by knowing that they help to perpetuate this service, unmatched elsewhere.

## **FRIENDS OF THE LIBRARY 2022**

Michael Hunt, President  
Claudia Gahagan, Vice-President  
Rana Spada, Secretary  
Erin Cadigan, Treasurer  
Sheila Isenberg  
McKenzie Willis

## Core Values & Goals

<p><b>Providing programming for all ages</b></p> <p>Offering programs that are engaging, inspiring, and educational to toddlers, young children, teenagers, adults, and seniors.</p>	<p><b>Quality library services including Free and Equal access</b></p> <p>Library provides education and access to information and technology in a friendly environment that is open to all.</p>
<p><b>Support Volunteers</b></p> <p>The library is enriched by all volunteers, especially the Friends of the Library and Board of Trustees. The library recognizes volunteering is essential to the community of Woodstock.</p>	<p><b>Responsive to community needs</b></p> <p>Consideration of our patrons, townspeople, and voters' needs and requests through community meetings, ongoing planning discussions, and personal connections. Our programming and collection will reflect interests.</p>
<p><b>Responsibility as a community hub</b></p> <p>One that supports families, nature, the environment, diversity, and inclusivity. Our community members want a forum for local discussions and a place to meet and get to know their neighbors in a safe, available, accessible space.</p>	<p><b>Excellent Patron Service</b></p> <p>Well-trained, friendly, informed staff to assist patrons with a multitude of requests, resources, materials, and technologies. Compensating staff with an equitable and fair living wage.</p>
<p><b>Support and celebrate the rich history of Woodstock as the Colony of the Arts and inspire the continued evolution of creativity</b></p> <p>Provide opportunities for creativity and community engagement with our Local History or Genealogy for residents to know and better understand personal or community heritage.</p>	<p><b>Contribute to the public good of Woodstock</b></p> <p>Support the efforts to examine and discuss the critical issues of social responsibility, environmental changes, and economic challenges.</p>

# Goals, Objectives, and Activities

## Definitions:

**Goals:** long-range, broad general statements describing a future toward which the library will work during the next 5 years.

**Objectives:** short-range statements that describe the results to be achieved in a specific time period. They are measurable, doable, time-limited, begin with an action verb, and are more specific than a goal. Accomplishing objectives helps the library fulfill its goals, roles, and mission.

**Activities:** necessary actions and events that will need to happen to achieve the goal.

**Resources Required:** the supplies, assets, funds, knowledge, and means necessary to complete activities.

## Resources

These are resources needed to complete the activities of the goals chosen. Many of these are needed for every goal, some are more specific.

These resources can be obtained in various ways, but the responsibility is shared between the Director, Library Board, Friends of the Library, and Library Staff.

- Funding (grants & donations)
- Staff time
- Youth Volunteers
- Parents & Families
- Volunteers
- Schools (public and private, K-12, college)
- Local organizations (historical society, arts institutions, Chamber of Commerce, Town of Woodstock)
- Collaboration with Local Businesses
- Partnerships with Woodstock community groups
- Collaborations with County resources and departments
- Software (licenses for programs)
- Hardware
- Teachers for classes and assistance
- Space
- Furniture or structures
- Community participation
- Professionals/consultants



## **Goal #1 - Responsibility as a community hub**

One that supports families, nature, the environment, diversity, and inclusivity. Our community members want a forum for local discussions and a place to meet and get to know their neighbors in a safe, available, accessible space.

### **Objective A - Create collaborative spaces that foster interactions without disturbing other Library functions.**

#### Activities

1. Utilize Library Lawn more often - both formally with programs, and informally by creating easily usable spaces.
2. Provide quiet spaces.
3. Create a dedicated accessible space for library programming.
4. Provide more comfortable seating.
5. Provide spaces for collaborative work and conversation.
6. Make use of alternative town venues for library programming, when appropriate, conducive to budget, according to on-site staffing needs, and available.
7. Improve chairs and capacity for Forums and other programs.
8. Work with Town, County, and other local institutions to provide programs to enhance community knowledge and discourse on a range of topics.

#### Resources

1. Funding (Grants & Donations)
2. Partnerships with Woodstock community groups
3. Volunteers
4. Staff time
5. Furniture or structures
6. Space
7. Community/patron participation

## **Goal # 2 - Provide programming for all ages**

Offering programs that are engaging, inspiring, and educational to toddlers, young children, teenagers, adults, and seniors.

**Objective A - Encourage children to develop an ongoing interest in reading, learning, and making through the implementation of Story hours, Makerspaces, and youth workshops. Maintain attendance, frequency, and quality of all youth programs.**

### Activities

1. Increase marketing of youth programming.
2. Create a dedicated makerspace.
3. Collaborate with schools, local organizations, and businesses.
4. Evaluate youth and parental satisfaction with new and existing programs.

### Resources

1. Staff time
2. Volunteers
3. Schools (public and private)
4. Youth Volunteers
5. Parents & Families
6. Funding (Grants & Donations)

**Objective B - Increase teen usage of Library, frequency, and attendance at programs.**

### Activities

1. Create Teen Advisory Council, to enable young people to direct programming focus, ensure interest in programs offered, and help support our next generation of library patrons, advocates, and volunteers.
2. Continue communication and collaboration with schools and Youth Center.
3. Evaluate youth and parental satisfaction with new and existing programs.
4. Consider interest in mentorship opportunities and interest
  - a. Recruit mentors and tutors and connect them with youth.

### Resources

5. Staff time
6. Volunteers
7. Schools (public and private)
8. Youth Volunteers
9. Parents & Families
10. Funding (Grants & Donations)

## **Objective C - Provide more intergenerational and adult programming.**

### Activities

1. Work with community organizations, schools, colleges, Town, County, and State resources to provide programming on a wide variety of topics.
2. Prioritize supporting local businesses and performers.
3. Continue communication and marketing in relevant outlets.
4. Evaluate satisfaction with new and existing programs.
5. Utilize knowledgeable volunteers to share their knowledge through workshops, lectures, and demonstrations.
6. Collaborate with local educational institutions, such as Cornell Cooperative Extension, 4H, Ulster Works, and Colleges to connect patrons with a wide selection of learning opportunities.
7. Work with Ulster County services to provide needed information and workshops through established organizations
8. Continually evaluate and develop Library services and programs in response to community needs and interests.

### Resources

1. Staff time
2. Volunteers
3. Schools (public and private)
4. Youth Volunteers
5. Parents & Families
6. Funding (Grants & Donations)

## **Objective D - Create increased access to the internet and professional-level programs without disturbing other Library functions.**

### Activities

1. Understand that this is a continuously changing and evolving field and that.
2. Create a suitable space for additional computers that is near to staff but separate from entrance and circulation activities.
3. Obtain licenses for professional-level programs, such as the Adobe Creative Suite.
4. Make a scanning station where patrons can easily scan documents to a variety of destinations.
5. Maintain and improve patron access to printers.
6. Explore options for offering gaming or virtual reality experiences to the public, such as touring foreign museums, visiting the Grand Canyon, or having a close encounter with a blue whale.
7. Continue working to create access and instruction to computer coding activities and resources.
8. Create Maker Space that includes coding, robotics, 3D printing, sewing, and other creative pursuits.
9. Offer technology classes and assistance to residents to address learning needs. Patrons being unable to access new media is a new form of illiteracy

10. Continually evaluate technology in response to community needs and interests.

Resources

1. Funding (Grants & Donations)
2. Space
3. Software (licenses for programs)
4. Hardware
5. Staff time
6. Teachers for Classes and assistance
7. Volunteers

## **Goal # 3 - Support and celebrate the rich history of Woodstock as the Colony of the Arts and inspire the continued evolution of our creative heritage.**

Provide opportunities for creativity and community engagement with our Local History or Genealogy for community residents to know and better understand their personal and Woodstock's community heritage.

### **Objective A - Maintain and grow specialized collections.**

#### Activities

1. Continue to collaborate with local arts organizations to highlight Woodstock's cultural heritage through exhibits, holding lectures and workshops, and providing opportunities for new creative expressions.
2. Continue to develop, improve, and preserve existing collections, including the Local History Archives, the Woodstock Shelf, the Art Collection, and local works.
3. Digitize more of the archival collections for increased access and visibility.
4. Collaboratively create an oral history project to preserve our community's stories, working with the Historical Society.
5. Collaboratively assess archival holdings in Woodstock, review holdings of the Library, Historical Society, and other organizations to create sustainable and accessible archives for our community.

#### Resources

1. Staff time
2. Funding (Grants and Donations)
3. Volunteers
4. Local organizations (Historical society, Arts institutions)
5. Partnerships with Woodstock community groups
6. Space

### **Objective B - Ensure the Art collection of the Library is preserved and displayed. Provide space for shows of contemporary artists' works.**

#### Activities

1. Provide funding for the preservation and housing of current collections.
2. Ensure that a new Library space would have gallery space for art shows.
3. Collaborate with local arts organizations for exhibitions at the Library.
4. Create a descriptive catalog of the Library Art collection.

#### Resources

1. Staff time
2. Art appraisers
3. Funding (Grants and Donations)

4. Volunteers
5. Local organizations (Historical society, Arts institutions)
6. Partnerships with Woodstock community groups
7. Space

## **Goal # 4 - Excellent Patron Service**

**Objective A - Employ a well-trained, friendly, informed staff to assist patrons with a multitude of requests, resources, materials, and technologies.**

### Activities

1. Compensate staff with an equitable and fair living wage.
2. Provide staff opportunities for continuing education and professional development.
3. Encourage staff involvement in Mid-Hudson Library System collaborative projects and programs.
4. Review wages of comparable positions at other libraries, school districts, and the Town of Woodstock, Ulster County data, and library best practices.
5. Conduct annual reviews and align budget increases with performance.
6. Ensure that staff training includes Basic Library Services: Basic Literacy support information, Business, and Career Information guidance, Community Referrals, Consumer Information access, Current Topics, and Titles, Formal Learning Support, General Information access, Government Information, Information Literacy support.

### Resources

1. Funding
2. Staff time
3. Library System resources
4. Trustee support

**Objective B - Support Volunteers. The library is enriched by all volunteers, especially the Friends of the Library and Board of Trustees. The library recognizes volunteering is essential to the community of Woodstock.**

### Activities

1. Recognize the importance of our volunteers in service to patrons.
2. Bring back a Volunteer Appreciation event to highlight the significant efforts of individuals.

### Resources

5. Funding
6. Staff time
7. Library System resources
8. Trustee support
9. Community involvement

## Goal #5 - Increase public/community awareness of library programs and services

Contribute to the public good of Woodstock

### Objective A - Increase Library usage.

	2017	2018	2019	2020	2021
Charter Population	5,884	5,884	5,884	5,884	
Registered Borrowers	4,839	5,056	5,299	5,221	
Active Library Cardholders	2,278	2,220	2,153	1,908	
Circulation of physical Materials	73,009	71,977	84,416	53,164	
Circulation of electronic materials	5,405	6,520	7,392	15,405	
Library Visits	118,950	110,378	107,201	36,818	
Program Attendance	9,233	8,326	9,738	2,684	
Computer use & Wireless sessions	C: 19,428 W: 8,580	C: 17,074 W: 15,961	C: 17,648 W: 20,012	C: 3,657 W: 12,632	

#### Activities

1. Do at least an annual Library Card sign up (September is National Sign-up Month)
2. Seek out appropriate opportunities to share information on Library Programming and events.
3. Report changes and trends in Library Statistics in Director's Report at Board Meetings (ongoing).



4. Continue reaching out to local schools to promote and ease parents ability to sign their child up for a Library Card

#### Resources

1. Funding
2. Staff time
3. Volunteers
4. Partnerships with Woodstock community groups

### **Objective B - Promote library programs and services consistently with solid communications/public relations strategy.**

#### Activities

1. Explore all possible uses of media, such as radio, podcasts, TV, print, websites, blogs
  - a. Hudson Valley One & Daily Freeman for Library news
  - b. Woodstock Facebook groups
2. Use social media to promote Library
  - a. seek knowledgeable people as resources for improvement
3. Evaluate current, past, and new uses of media
  - a. get public input on the effectiveness of library public relations
4. Continuously improve and encourage the use of the Library's website as a "24/7 Branch"
5. Develop annual Public Relations Plan
6. PR integration in Program Planning
7. Expand the ability of the Library Board, Library Staff, and Friends of the Library to promote the Library collaboratively
8. Strengthen alliances and partnerships with local organizations, Town government, and schools to increase visibility and coordinate planning of Library programs, services, and facilities.
9. Identify and increase outreach to specific communities/service populations
  - a. our Spanish-speaking community - expanding the programs that the library offers to Spanish speakers, such as ESL classes, Spanish reading clubs, language exchange workshops, and increasing collections of Spanish materials.
  - b. Outreach to local public and private schools and the homeschooling community about library programs aimed at enriching education, such as makerspace programs, robotics, video production facilities, access to Photoshop, etc.

#### Resources

1. Staff time
2. Funding (Grants & Donations)
3. Space
4. Partnerships with Woodstock community groups
5. Volunteers

## **Objective C - Create a Library identity**

### Activities

1. Create Library brand and identity. (Accomplished - Many thanks to Caroline Jerome & all!)
2. Implement Library brand - carry it across all PR, website, and marketing materials.
3. Create easy, readable signage for roadside viewing.

### Resources

1. Funding (Grants & Donations)
2. Volunteers
3. Staff time

## **Goal #6 - Ensure the needs of the community are met with any new library facilities.**

Library provides education and access to information and technology in a friendly environment that is open to all.

### **Objective A - Ensure that the expansion plans provide the spaces needed to accommodate prioritized services and programs.**

#### Activities

1. Review and evaluate preliminary floor plans and schematic designs provided by the architect in light of numbers of patrons to be served, minimum floor area needed circulation, operational proximity, and other practical concerns.
2. Work with architects, consultants, engineers, and contractors to make plans turn into reality.

#### Resources

1. Professionals/consultants
2. Staff
3. Funding
4. Volunteers
5. Community participants

### **Objective B - Develop and execute a financial strategy to support building expansion.**

#### Activities

1. Develop community support for a bond for the construction of new facilities.
2. Work with Friends of the Library to fundraise.
3. Pass bond.
4. Identify library patrons likely to financially support general library expansion and/or specific items (furnishings, fixtures, etc.) needed to implement the plan of service.

#### Resources

1. Staff Time
2. Funding (Grants & Donations)
3. Funding (Passing Bond Vote)
4. Volunteers
5. Community participation
6. Professionals/consultants

## **Goal #7 - Widen base of financial support for operating expenses.**

### **Objective A - Create reliable funding sources that don't increase tax levy.**

#### Activities

1. Begin, promote, and support a sustaining members program.
2. Create, promote, and support planned giving.
3. Send inquiries to likely foundations, funders, and grantmakers.
4. Write grants seeking support for special programs.
5. Continue to apply for MHLS System grants, and request funding from legislators.

#### Resources

1. Staff Time
2. Volunteers

**Goal # 8 - Support businesses, entrepreneurs, people working remotely, and job seekers in appropriate and positive ways to uplift economic activity in Woodstock.**

**Objective A - Guide job seekers to both print and database resources: interview preparation, resume creation and review, job posting sites including NYS Department of Labor and Ulster Works.**

*Ulster County eResources for Job & Career Help at <http://ulsterlibraries.info/employment/>*

**Activities**

1. Ensure staff is aware of Job & Career resources.
2. Support and collaborate with Ulster Works.

**Resources**

1. Staff Time
2. Support and collaborate with County Resources and Departments

**Objective B - Assist local businesses with information needs and provide opportunities to connect job seekers with employers.**

**Activities**

1. Continue a Job Posting Board in addition to Community Events Board
2. Host periodic Job Fairs

**Resources**

1. Staff Time
2. Collaboration with businesses and the Chamber of Commerce
3. Outreach and information to job seekers
4. Collaborations with County Resources and Departments

**Objective C - Continue working with the Chamber of Commerce to collaboratively promote Woodstock and share Library resources and opportunities with Members.**

**Activities**

1. Host periodic Job Fairs
2. Present workshops

**Resources**

1. Staff Time
2. Funding
3. Collaboration with local organizations & business