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**Master Plan
East Norwalk Association Library**

For

Third Taxing District

November 25, 2015

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

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EXECUTIVE SUMMARY

The East Norwalk Association (ENA) Library offers an important service to the community—a place where books, computers, homework space and skilled librarians converge in an on-going process of learning and sharing resources. The ENA Library is separate from the Norwalk Public Library system, offering a singular collection of 24,000 print titles and 2,500 DVDs/CDs. This master plan is an opportunity to realign library services to meet the changing community needs in East Norwalk.

From May-November 2015, the consultant team met with the Third Taxing District (TTD) community ratepayers, ENA Library Board, and library staff to discuss the future of the library: what works, what doesn't, how to maximize benefits vs. cost. The community viewed the library as a traditional service with a personal touch. However, there were community members that wanted new ways of thinking and bold leadership. They wanted the Library to be the cultural heart of East Norwalk.

The TTD commissioners wanted a stronger community library that is welcoming, transparent and able to provide maximum services for the money provided. The ENA board and members of the community describe the need for an accessible program room as well as increased budgets to expand the hours.

The ENA's limited finances (in the form of a TTD district budget) are stable, remaining flat for the past several years. The community could change the TTD charter to increase funding, but public support is perceived as limited. For the most part, ENA fundraising is limited to the rental of the facility.

To move forward, the TTD and ENA Library Board need a unified strategy. The realignment of the ENA Library can begin by creating a new Library Foundation, comprised of ENA, TTD and the public; this diverse group would work together to achieve their goals. The Foundation would provide a solid base from which to raise funds to support the Library and center of East Norwalk. The 501(c) 3 organization provides a structure to generate funds and an opportunity for the TTD to facilitate support for the library.

The status of the East Norwalk Library Foundation (incorporated 2008) is presently dormant. The ENA Board can reestablish the 501(c) 3 application with the IRS. A full set of By-Laws exists, and the original Foundation Board membership includes members of the ENA Board. Members of the community are favor of a library foundation. However, they feel it needed to be recreated with TTD support.

The appreciation for the Library staff and volunteers was apparent throughout the study. However, it is our opinion that the Executive Director reduced the value that our team could provide: by either not participating or by resisting any and all suggestions.

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Aligning the culture and roles of the ENA Library with the goals of East Norwalk electors requires an open dialogue. Strategic business models—where employees and management talk simply and honestly about performance on a regular basis—have found that a direct approach helps to establish context rather than control.¹ The TTD commissioners seek a context-based management relationship with the ENA Library Board and Library staff.

ENA Board members dutifully defended the need for a community library. They knew that public spaces make a difference to those who don't have the resources. However, the efforts and concerns of non-staff are under-appreciated by the Executive Director. In this document, we included commentary that suggests he is unwilling to concede that anyone outside the Library can offer a valuable idea. For these reasons, we recommend a succession plan is developed to ensure future communication is positive, open and transparent.

The strategies outlined in this document are intended to increase access to the Library; they include ILL services and ADA accessibility. Specifically, the ENA Library needs a capital campaign to make such public services more accessible. This fund-raising target could vastly improve library services and create a cultural center in East Norwalk; that in turn would increase the value of public and private property in the neighborhood.

¹ McCord, Patty. (2014). How Netflix reinvented hr. *Harvard Business Review*. Vol. 92, Jan-Feb.

A PLAN FOR GROWTH

To maximize the opportunities for the ENA library, several options for the future were analyzed. For example, the explosion of digital technologies over the past decade has created empowered patrons that use search tools and information gathering on their own terms. In response to the changing needs of the community and the future service plan of the library, this study analyzed the following:

- Inventory of Library
- Community Research
- Community Insight and Behavior

Our high-level recommendations include:

1. Keep the library but find ways to improve it, perhaps creating a specialty library
2. Give the library building back to the ENA, which would require examination of the deed and charter with regard to reversionary rights
3. Merge with the Norwalk Public Library System

This study explores the first option in detail.

The primary finding of this study is the need to improve ADA access to the Van Zant community room; the building can be made ADA accessible with a new elevator and bathrooms. This will provide easy access to the community room, learning spaces and services.

- The Library's ability to provide ample parking is an important asset.
- The potential to improve access to this space will increase the library's revenue.

In order to accomplish this, the TTD and ENA leadership will need to develop a partnership Foundation for fundraising. The foundation board members should include board members of ENA, commission members of TTD and the public. It will enable the ENA Library Board to leverage the TTD's expertise, creating a team to ensure fundraising goals are achieved.

- A foundation partnership will allow the community to support the Library
- It will help the ENA and TTD measure fundraising progress, determining the costs and returns for fundraising events
- It will enable East Norwalk electors and TTD commissioners to support a capital campaign, collaborating on marketing events and fundraising efforts

Growth and Sustainability

To help gain support for the library, the following agenda has been developed:

1. Organize ENA Library and TTD into a fundraising partnership
2. Create fundraising activities (marketing and programs)
3. Measure fundraising outcomes and costs
4. Add interlibrary loan services to generate more traffic to the library
5. Grow library programs, collections and service using volunteers
6. Build relationships with the East Norwalk electors by honoring those who supported East Norwalk's improvements

A Community Effort

The transformation to a high-value community library with ample funding must come from collaborative management, with the TTD and ENA collaborating at the management level. Since the library building is owned by the TTD, the East Norwalk electors have a role to play in improving access to the ENA Library. Every member of the community can help and support improvements to the ENA's building and services.

Plans for the Future

The development of the ENA Library should consider, *in a strategic manner*, the following goals:

- Improve ADA access to the library building
- Create a library foundation to help organize fundraising activities
- Increase library hours, increasing staff time or create a trusted volunteer program
- Increase access to collections by developing interlibrary loan partnerships
- Create a library technology plan

SERVICE GOALS AND PRIORITIES

The following are definitions that we use in these pages:

- *Service goals* define the benefits that East Norwalk residents can receive as the ENA Library modifies services.
- *Strategic service priorities* define the kinds of services, collections, staffing and spaces that we believe will be more responsive to East Norwalk's long-term needs.

Service Goals

After considering the results of the ENA Library Board Meetings, Staff Roundtables, Open Forums and Library Planning Committee Meetings, ACA recommends the following four service goals:

1. Capital Campaign to Make the ENA Library Accessible

The ENA Library needs to begin a capital campaign to make the library ADA accessible. A library foundation can be created by the TTD and ENA Library Board to support the capital campaign. The TTD can use its marketing fund to do co-sponsored ENA events. These events would enable the TTD and ENA to support community involvement.

2. Reconfigure the Interior to Support Learning

The ENA Library should incorporate *ACA's four modes of learning* (touch-point/presentation, collaborative, social and reflective spaces). For example, the book stacks can be rearranged to provide a better utilization of library space i.e. more seating and study spaces for children, youth, adults and seniors.

3. Collection Management and Improved Access Through Interlibrary Loan

The ENA Library can increase access to hardcopy resources by extending a service agreement with the Norwalk Public Library or local consortia. This will help the ENA Library reach residents that are using the Norwalk Public Library's collection.

4. Become a Community Hub

East Norwalk is a diverse community; the Library can provide unique services to enhance the East Norwalk community. Volunteers can be organized to support book clubs, author readings, cultural programs, presentations, book fairs, education festivals, children's programs, food events and concerts. The library's parking lot is an asset for programming and cultural events, enabling easy access.

Strategic Service Priorities

The planning process revealed the following six priorities for the library:

1. Create a Capital Campaign. The library needs to raise funds to make the library ADA accessible, as outlined in the executive summary. The library needs to:

- Create a target budget for fundraising
- Hire a library fundraising expert
- Work with the TTD to provide in-kind marketing services
- Improve the library's outreach efforts
- Analyze how the Community Room can become accessible with limited funds
- Examine how to create a flexible first floor space that can be used for fundraising events

2. Develop a Library Foundation. Forming a library foundation will enable easier fundraising for the capital campaign. A library foundation has many other benefits:

- Support the public library with an independent nonprofit
- Nonprofit status enables donations to be tax-deductible
- Nonprofit status increases eligibility for grants
- Increase involvement from businesses and non-users
- Provide funding for "extras"
- Donors able to specify uses for funds (collection, reading room, etc.) and feel more confident that money is being spent as intended

The first steps include selecting or redeveloping the Library Foundation's Board of Directors and officers; preparing Articles of Incorporation and By-Laws; and applying for tax-exempt status with the Internal Revenue Service. Some private funding or fundraising will be necessary to cover legal fees and document filing fees; public funds may not be used to organize and establish a foundation.

3. Identify strategies to make it easier for East Norwalk Residents to access books and media through a shared interlibrary loan system. The library needs to:

- Analyze how staff will handle interlibrary loan processing, receiving and distribution of library resources from other libraries
- Examine how to integrate with a consortia's interlibrary loan operations and the ENA Library information system
- Realign the library's collection management, adding patron driven library information system tools

4. Develop a new building layout that improves the user experience. Analyze the layout of the ENA library to enhance the users' experience. The library needs to develop strategies that will:

- Realign the library's the first floor to provide more seating and learning opportunities

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- Analyze how to improve the Van Zant Community room to increase the library's revenue
- Examine how to improve the library's space utilization with limited funds

5. Develop a print collection profile for the next 10 years. The library should continue to collect the "long tail"² as well as make popular books available on-site. The library needs to develop strategies that will:

- Assign the maximum and minimum storage requirements for the library's collections
- Evaluate the size of the collection

6. Develop strategies for building security. The library needs to identify and address security concerns in an organized way. The library needs to develop strategies that will:

- Make cost-effective improvements to the security system
- Analyze how outdoor space and areas around the building can be secured at night
- Add security cameras for collection protection and control measures
- Add swipe card system for board members, volunteers and staff
- Add a system to allow meetings to be held when the library is closed

² <http://www.longtail.com/about.html> the theory of the Long Tail is that our culture and economy is increasingly shifting away from a focus on a relatively small number of "hits" (mainstream products and markets) at the head of the demand curve and toward a huge number of niches in the tail. As the costs of production and distribution fall, especially online, there is now less need to lump products and consumers into one-size-fits-all containers. In an era without the constraints of physical shelf space and other bottlenecks of distribution, narrowly targeted goods and services can be as economically attractive as mainstream fare.

PLANNING FOR THE FUTURE

Digital information technologies are continuing to change the ways in which we live, work, and spend our leisure time. The utility of hardcopy in the form of paper and books is either on the wane or actually disappearing. This is of major concern to our nation's libraries.

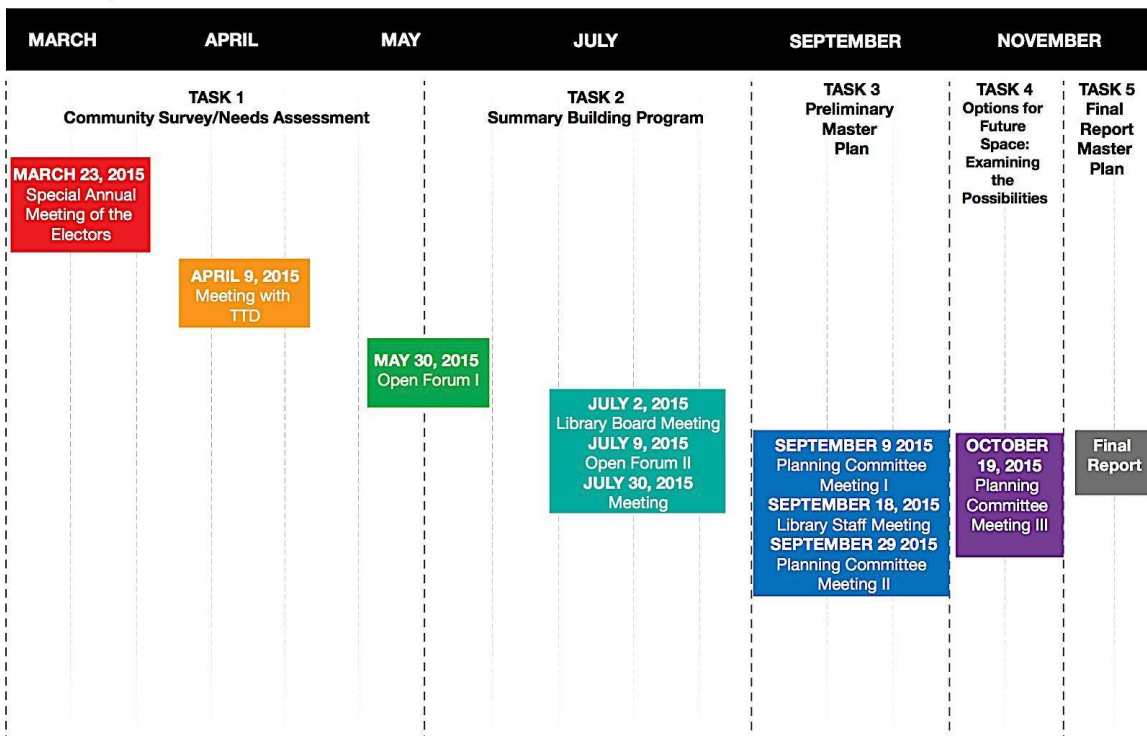
Indeed, libraries were once bastions of hardcopy. Many libraries still sport rows upon rows of book-stacks, but, today, few people browse the materials housed in them. It's easier to search online, get it at the library or download an e-book, or use a digital browser or an app to find information.

What is the future of the ENA library facility? Years ago, the electors of East Norwalk made an enormous investment by tying support for the library building with the TTD's charter. This required an open and transparent relationship with the TTD.

Over the last 6 months, we worked with the TTD commissioners, ENA Library Board and residents of East Norwalk. Below is an overview of planning activities.



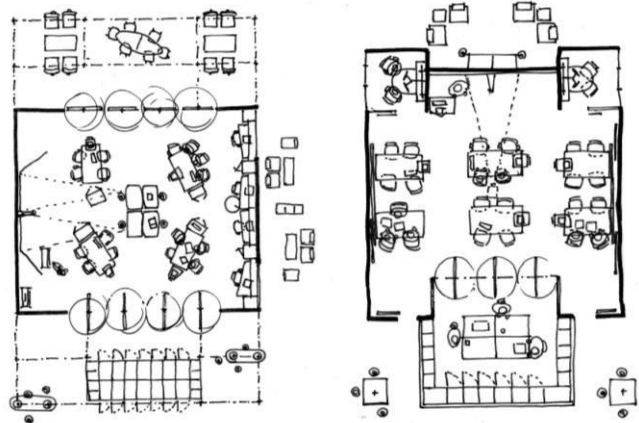
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Rethinking Library Space

The ENA Library needs to revamp the space plan so that it can be continue to be relevant to the East Norwalk community. The facility should be thought of as a “place” with five environments that merge into one another.

- The first of these places are the **Touch Points** or service points. A touch point may feature a staff member located at a desk. Or it may be a computer display that provides information about specific services and where to find them in the library.
- The next place is a **collaboration area** in which patrons may work with each other. The area may be open or it may contain a series of modular rooms that can change as participants change. Tutoring is one activity that can take place here. Another is student collaboration on specific projects.
- The third place is a **reflective area** for individual work and study. This area may contain a variety of comfortable individual and four-person tables, chairs and lounge chairs.
- The fourth place is a **social and interpersonal area**. It may include a large open area near the entrance for people to talk to one another. It also includes a café
- The fifth place is a **large meeting room** or an auditorium for theatrical, large presentations, and large group training.
- The majority of the ENA library’s spaces are filled with hardcopy, which can be re-proportioned into a modern library design (see programming section). Besides offering books, the ENA Library also provides free parking. This is a very important be- cause people like libraries that are easy to use and accessible.
- The library’s parking already enables the library to charge for its meeting room. This means that improvements to the building will likely increase homework related services, and enable patrons to perform training, use software programs, study and receive tutoring, collaborate with one and another, and hold meetings.



Current Statistics

The following quantitative measurements can be used to baseline any future improvements to the ENA Library.

SNAPSHOT OF 2014

DEMOGRAPHICS

Population by Race:

- 76% White
- 23% Hispanic

Population by Gender:

- About 50% Male, 50% Female

Population by Age:

- Under age 25: 28%
- Age 26-44: 35%
- Age 45-64: 27%
- Age Over 64, 13%

INVENTORY (averages)

- Print
 - 26,000
- CD
 - 625
- DVD
 - 1,900
 -

CIRCULATION

- About 1,000 items each month
- 10 new cardholders per month

PROGRAMS

About 300 children are enrolled in various programs

COMPUTER USE

Public computer use averages 200 people per month

CARDHOLDERS

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- Total number of resident cardholders: 1795 (out of total pop of 2637)
 - Number of YA/Children: 390
- Nonresident:
 - 630 adult
 - 136 children
- Nonresident:
 - 148

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EAST NORWALK ASSOCIATION The Cornerstone of the Community — Since 1900			
51 Van Zant Street - East Norwalk, CT 06855 Phone: 203-838-0408 / Fax: 203-855-8382 Email: mail@eastnorwalklibrary.org www.eastnorwalklibrary.org			
EAST NORWALK ASSOCIATION LIBRARY			
PROPOSED BUDGET SUMMARY, FISCAL YEAR JULY 1, 2015—JUNE 30, 2016			

A	OPERATING INCOME	APPROVED F/Y 2014/2015	PROPOSED F/Y 2015/2016
1	Third Taxing District	\$167,121	\$167,121
2	Van Zilen Hall Rental	23,000	23,000
3	Contribution / Dues	1,550	1,550
4	Sales / Fines / Fees	2,000	2,000
5	Interest	5	5
6	INCOME TOTAL	\$193,676	\$193,676
B	OPERATING EXPENSES	APPROVED F/Y 2014/2015	PROPOSED F/Y 2015/2016
7	Salaries /Wages	\$92,747	\$94,726
8	Employee Benefits/Taxes	26,610	27,404
9	Accounting / Legal	10,275	10,775
10	Library material / programs	30,750	26,751
11	Utilities	13,700	13,700
12	Supplies / Custodial	12,094	12,320
13	Maintenance / Security	7,500	8,000
14	EXPENSES TOTAL	\$193,676	\$193,676

NOTES TO ESTIMATED INCOME and EXPENSES:

Despite only two months of the use of Fiscal Year 2014/2015 budget we are committed to keeping our expenses for Fiscal Year 2015/2016 at the same level thereby eliminating the need to increase our request for Third Taxing District funds.

We have adjusted some Operating Expense categories, compared to 2014-2015, to more realistically reflect where each expense may be applied. This does not affect an increase in total operating expenses for 2015-2016 which, too, remains as before.

This proposed Budget, we feel, enables the East Norwalk Association/East Norwalk Association Library to continue not only to provide existing services and programs for its community, but will help enable responsible response to new and growing needs for the people we serve. We will manage this by judicious use of the funds available and call upon the strengths of our in-house capabilities and support of in-kind services to assure our commitment as the "Cornerstone of our Community."

Respectfully submitted: Stanley M. Siegel, Executive Director.

October 6, 2014

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East Norwalk Improvement Assoc. Profit & Loss Budget vs. Actual July 2014 through March 2015

	Jul '14 - Mar 15	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
400-01 - Hall Income-Individual	4,335.00	8,000.00	-3,665.00	54.2%
400-02 - Hall Income-Monthly Contract	16,890.00	16,890.00	1,890.00	112.6%
410-00 - Grants - Library Appropriation	125,340.75	167,121.00	-41,780.25	75.0%
420-01 - Annual Drive	0.00	250.00	-250.00	0.0%
420-02 - Contribution-Individual	497.44	250.00	247.44	199.0%
420-04 - Library Leader Contribution	0.00	500.00	-500.00	0.0%
420-05 - Contribution-Business 06855	0.00	250.00	-250.00	0.0%
420-06 - Friends of Library Contribution	0.00	250.00	-250.00	0.0%
430-00 - Sales - Books, Copies, Misc.	1,456.50	2,000.00	-543.50	72.8%
440-00 - ENA Dues	18.00	50.00	-32.00	36.0%
470-00 - Interest Income	6.98	5.00	1.98	139.6%
Total Income	148,544.67	193,676.00	-45,131.33	76.7%
Gross Profit	148,544.67	193,676.00	-45,131.33	76.7%
Expense				
*Uncategorized Expenses	3.00			
600-00 - Salaries - Director	19,570.00	26,780.00	-7,210.00	73.1%
601-00 - Salaries - Librarian	27,020.28	36,328.00	-9,307.72	74.4%
602-00 - Salaries - Assistant Librarians	22,599.12	29,639.00	-7,049.88	76.2%
603-00 - Payroll Taxes - Employer	5,292.48	6,260.00	-967.52	84.5%
612-00 - Audit Expense	5,250.00	5,250.00	0.00	100.0%
613-00 - Bank Charges	18.00	25.00	-7.00	72.0%
615-00 - Bookkeeping Expense	3,283.58	4,500.00	-1,216.42	73.0%
620-00 - Children's Program Exps.	984.00	5,000.00	-4,016.00	19.7%
621-00 - Community Awareness	3,719.87	1,500.00	2,219.87	248.0%
622-00 - Computer Hardware	4,305.88	500.00	3,805.88	861.2%
622-01 - Computer Software	426.00	500.00	-74.00	85.2%
622-02 - Maintenance-Library	0.00	1,500.00	-1,500.00	0.0%
622-03 - Janitorial Supplies	252.50	800.00	-547.50	31.6%
624-00 - Fees & Dues	355.00	500.00	-145.00	71.0%
627-00 - Hall - Janitorial/Exterminator	2,074.32	1,900.00	174.32	109.2%
628-00 - Hall - Security	650.00	1,500.00	-850.00	43.3%
629-01 - Building Security	489.70	600.00	-110.30	83.3%
630-00 - Insurance - Directors	1,768.00	1,650.00	118.00	107.0%
632-00 - Insurance - Health	10,726.74	16,000.00	-5,273.26	67.0%
635-00 - Insurance - Workman's Comp	-164.00	600.00	-764.00	27.3%
637-00 - Insurance-Life	1,736.30	2,100.00	-363.70	82.7%
639-00 - Legal Expenses	5,690.73	500.00	5,190.73	1,138.1%
640-00 - Library - Books	5,310.79	10,000.00	-3,689.21	53.1%
642-00 - Library - Mag. & Newspapers	2,138.65	4,000.00	-1,861.35	53.5%
643-00 - Library - Videos/DVD	1,112.07	2,500.00	-1,387.93	44.5%
650-00 - Janitorial-Library	3,526.00	4,500.00	-974.00	78.4%
651-00 - Contractor	2,977.25	3,500.00	-522.75	85.1%
653-00 - IT Maintenance	850.00	1,500.00	-650.00	56.7%
655-00 - Repairs - Building	0.00	800.00	-800.00	0.0%
660-00 - Stationary & Supplies	6,033.12	6,794.00	-760.88	88.8%
660-01 - Postage	451.60	250.00	201.60	180.6%
660-02 - Printing & Binding	2,146.09	500.00	1,646.09	429.2%
661-00 - Office Equipment	1,223.60	2,000.00	-776.40	61.2%
670-00 - Communications	2,692.94	3,500.00	-807.06	76.9%
680-00 - Utilities - Elec.	4,357.13	6,000.00	-1,642.87	72.6%
681-00 - Utilities - Gas	3,330.03	4,000.00	-669.97	83.3%
682-00 - Utilities - Water	133.31	200.00	-66.69	66.7%
Total Expense	153,332.08	193,676.00	-40,343.92	79.2%
Net Ordinary Income	-4,787.41	0.00	-4,787.41	100.0%
Net Income	-4,787.41	0.00	-4,787.41	100.0%

Balanced Scorecard

We applied the principles of the Balanced Scorecard, a strategic planning and management system used to align activities with the vision of the organization. This can improve communications and provide input on the performance of the library.

LEARNING AND GROWTH

The Learning and Growth perspective focuses on employee support and cultural attitudes. At the ENA library, the staff members are an important resource. Therefore, their goals need to be incorporated into the library's plan.

During our first planning meeting for the TTD, we asked participants to share their vision of the library. Below is a list of goals and ideas for the TTD, ENA and library staff to build on.

GOALS

We uncovered the following goals through our discussions:

- Make Building ADA compliant
- Increase fundraising for a capital campaign
- Meet community needs by expanding interlibrary loan services
- Build partnerships (ex. Chamber of Commerce)
- Add more learning-based activities (ex. Homework)
- Seek community input (Periodic Surveys)
- Better Branding/Web Design
- Increase circulation
- Obtain grant money
- Find other uses for community hall

A SPACE FOR EVERYTHING

- Community: Rallies, elections, debates
- Recreation: Vocational learning
- Learning: Internet; ESL, Adult/kids classes
- Meeting: Clubs; community groups; students
- Public: Place to sit and read
- Coffee Bar and/or bakery; attract college students
- Programs: Adults, kids, seniors, tutoring (music, book clubs, etc.)
- Circulation: Media center; books/tablets/magazines
- Building: ADA compliance; hours; meeting rooms
- Community space: Wine tastings; clubs; vocational learning
- Funding: GofundMe; walking tours; donors choose?

Renew Space

- Elegant reading area with fireplace
- More staff
- Break room for staff
- Larger children's room
- Genealogy section
- Garden with reading area
- More meeting rooms
- Historical/museum component
- See: Lake Forest and Lake Bluff, IL
- Handicap accessibility essential

NOTES FROM THE DIRECTOR

Existing Programs:

- An award winning, nationally recognized Children's Program (D2R2 – Dogs to Read to), Kids and K9s, computer access, story time.
- For young adults the Library offers, computer access, Kid Lit, Kidd, Games and Gaming, introduction to 3D printing and homework help
- The Library provides private space for tutoring, and other “quiet” needs
- Support for Cub Scouts, other groups to meet
- Van Zant Community Hall: Rental income is 25K. Note: anything that would reduce the size of the hall would reduce income.

Community Involvement:

- Several ENA Little Free Library “Book Nooks” placed in various business locations for public use.
- ENA Homebound Services: popular service where we deliver and pick up library materials to disabled cardholders.
- Public forums, meetings
- Member of the Greater Norwalk Chamber of Commerce and Friends of Connecticut Public Libraries
- Traditional library services: books, magazines, CDs, DVDs, audio books, internet computer access, Wi-Fi hotspot, copying, faxing, reference help, etc.

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SWOT Analysis

By examining the ENA's balanced scorecard, we learned about potential improvements to the library's services and operations. Below is a SWOT analysis of the library.

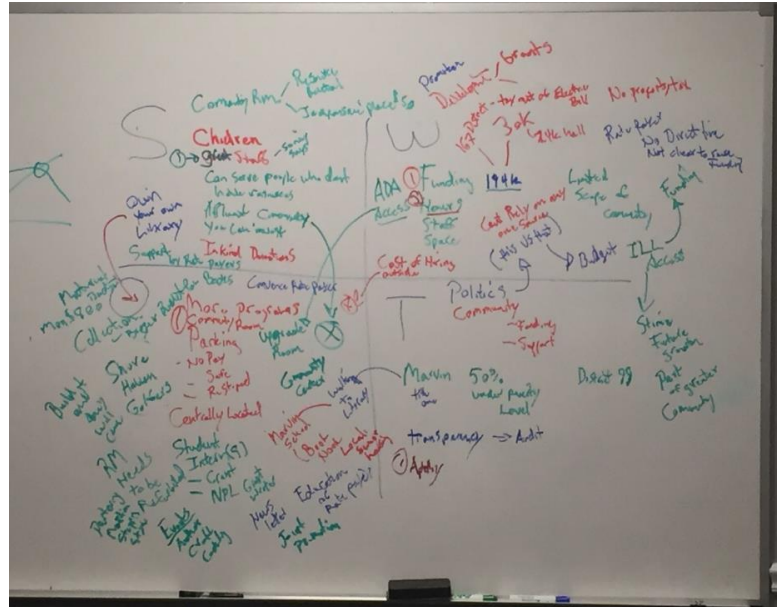
Strengths:

- Great staff according to survey (greatest strength)
- Children
- Can serve people who don't have resources
- In kind donations
- Own your own Library
- Support by ratepayers
- Community Room
 - Resource
 - Inexpensive place to go

Weaknesses:

- Funding (greatest weakness)
- Hours/Staff/Space
- ADA Access
- Politics' effect on budget
- Cost of hiring from outside
- \$197K Total Budget
 - \$167K District (TTD)
 - \$30K Hall Rental
- Development of Grants
- No property tax
- Ratepayer
 - No direct line
 - Not clear to raise funding
- Limited scope of community
- Can't rely on any one source
- ILL Access

Opportunities:



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- Community Room (greatest opportunity)
 - Improve Community Room
 - More Programs
 - Free Parking – safe and striped
 - Centrally Located
- Build it and they will come
- Collection – bigger budget for books
- Room needs to be refurbished (downstairs)
- Partnering w/Maritime Center and Stepping Stone
- Events
- Student Intern(s)
 - Grant
 - National Public Library funding
- Newsletter
- Joint Promotion
- Educate Ratepayer
- Marvin School Book Nook/Local Senior Housing
- Walk to Library

Threats:

- Apathy (greatest threat)
- Community
 - Funding
 - Support
- Politics' effect on budget
- Marvin School – 50% under poverty level (Title One)
- Transparency – audit
- Stymie Future Growth
- Part of Greater Community

Open Forum#1

6.10.15 Meeting

The open form meetings illustrated that there are a lot of good ideas in the East Norwalk community. They are interested in the growth and sustainability of the library to perform not just as a library but also as a community center.

The community wants a library that has technology and hardcopy. They want a library that has a personal touch. They are proud of the library staff and their accomplishments.

NOTES FROM OPEN FORUM

ADULT SERVICES

- Adaptive Space
- Portable
- Modular

Library Building

- Access: need a new wing
- Expansion without destroying ambience
- Not enough room to do what patrons want

Space

- Staffing
- Security
- Comfort
- Accessibility
- Personal needs (visual, hearing...)
- Temperature control (Heat, AC)

Technology

- Internet service; I Pads
- 3D printer
- Improve access for everyone
- Funding: ADA, lectures, grants

Tie in to Marina:

- Boating instruction
- Beach country
- Coast Guard presence in library

Potential Partners

- Stew Leonard's
- Mary School
- Pizza
- Deli

Physical location

- surrounded by Retail
- Not ADA compliant

Book nook: Beach, marina, etc. take book

Limited budget: 3 staff members

100-Year Anniversary

- Event
- Marketing budget

Fundraising

- Walk a thon or 5K
- Overdue fees
- Marvin School—fundraising as a team

Adult classes at night

Movies

Hours are bad

Programs for adults:

- book clubs (can't do at night)
- Professors to present/lecture
- Tours/travel
- Films
- Cemetery history
- Maritime
- Benefits for Vets

PROGRAMS

Programs for kids: Make things, ice cream, etc.

All services important

More Library Programs

- Knitting
- Continuing ed
- Safe boating certificate
- Food truck
- Networking; cross-culture exchange
- Kids helping adults?

Marketing and Outreach

- Better communications and partnering with orgs and businesses
- Need to increase awareness

Children's Services

- Use basement?
- Expand; need more room

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

- Partner with school
- Stairs an issue w strollers, etc.

Technology

- Not enough
- Wi-Fi upgrade
- e-book catalog
- need better website

Showcase Uniqueness

- 100 year anniversary
- oyster festival
- memory book
- showcase local art, business
-

Other ideas

- Pool
- Block party
- Glass dome
- Purchase property to the left
- Build wing ADA accessible but keep character
- Connect to Oyster Festival
- Make library the hub of East Norwalk
- Farmers market?
- Build volunteer backing
- Branding: friendly and safe; village treasure
- Community hub: one-stop for passports, etc. Better hours
- Comfortable chairs, coffee, etc.
- Internet access
- Tech: kindle, e-books
- Appeal to everyone
- Increase hours; add AM times

POTENTIAL CLASSES

- Needlepoint
- Jigsaw puzzles
- Astronomy
- Chess
- Weather
- Social services
- SAT prep
- Trades training

- Mentoring Program

Advantages of the library

- Natural light is good
- Parking is great, also close to bus

COMMUNITY TECH SPACE

- Already has free Wi-Fi; need better bandwidth
- Need more space
- Need I pads
- Plenty of parking
- Not ADA compliant
- Lego program

Needs to be better connected to CT library system

Use Constant Contact to connect w/patrons about library

TECHNOLOGY

- Research subscription to Lexus/Nexus etc.
- Needs new tech; using windows 7
- Need better software
- Printing needs improvement; should be like Kinkos

Expand Web Services

- Borrow books from website
- Website link to FB, twitter
- Purpose: to get info, ask Qs

Promote rich history of Norwalk

- Educating about Norwalk—residents share knowledge
- Sofa/relaxing space w Ipads
- Teach seniors technology; use high-schoolers

CHILDREN'S SERVICES

- Small
- Too many books
- Only two tables
- No toys
- 2 computers inside space; 2 more just outside
- Good lighting
- Classic furniture

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

- Security not an issue
- Proximity between adult patrons and kids
- Need e-books, computers, toys, games
- Feels like a reading room not an entire library

Need separate space for programming

Redefine space for

- Computers
- Reading
- Games
- Books
- Children's reading area (space for dog)

Expand Programs

- Read to dogs
- Scavenger hunts
- Summer reading programs
- Movies
- More story-times (also in Spanish)
- Ipads and kindles to use/borrow
-

Better Connection with School

- Mobile book center connected to school
- Librarian to school; or trips to library

LIBRARY BUILDING

- Landmark building; don't want to lose its historic value in a redesign
- Need ADA compliance
- Building could use additional space
- Community room redesign
- Natural light/fresh air
- Restrooms are a concern
- Like the small space

Focus on growth

- Children learning, being entertained while safe
- Physical activity
- Something for adults to do while kids are there
- Needs to be accessible
- Marketing to the community

- Maritime library
- Library building needs generator

Historical building

- Enough light
- Not oversized like other buildings
- Safety, security
- Expansion of building
- Shelving, all fixtures need updating
- Computers need updating

Programming

- Senior programs/activities
- Lectures, authors, knitting, etc.
- Extended hours
- Update website
- Continuing Ed program
- Annual Funding Events
- Rent out space for events
- Local business advertise

Open Forum #2

OPERATIONS

7.9.15 – open forum meeting

The open form meetings focused on partnerships, technology and activities at the ENA library. Most importantly, the library needs to add hours to enable the library to increase services to the community. The following questions were asked at the open forum:

Can we explore “hybrid” options with the Norwalk Public Library? How can we share resources with them?

Who pays for what? More information needed; can you give us a detailed budget?

How many people use the library?

There is a need for more fundraising. Does the staff actively support fundraising?

Hours/Accessibility

- Add more hours: at least 2 late nights and 2 early mornings a week
- Promote meeting space; people aren’t aware that the hall is available for rental

- Make the library ADA accessible

Energy efficiency

- lighting, water-efficient appliances
- upgrade insulation
- solar energy

ADA compliance

- Explain more why we need ADA
- Grants?

SERVICES

Speakers are important

- Community; local and national issues

Hours

- Improve on hours; add at least one late night
- 5 hours a day: 1 FT, 1 PT

Activities

- Computer access essential
- Homework center
- Website needs improvement
- Have an intern to do website: they get experience, website improved
- Is staff able to maintain the website?
- Connect to other libraries
- Younger staff
- Seek out grants for tablets, computer, elevator
- Contact big stores like Lowe's, Home Depot; also Ring's End Lumber

Library Collections

- Expand e-book collection
- Get books from other libraries
- Lending of tablets
- Self check-out
- Displays: holiday, events, people

Increase presence/partnership w community

- Drive-in Movie, charge 10 per car; local business provide food
- Firehouse
- Making better use of parking for community events

Maureen

- She is lovely

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

- We need to be concerned of her safety when she is by herself
- Security is important

FUNDRAISING

- Goal: fundraise for capital campaign
- Objective: 1. Determine amount needed to raise
- 2. what is schedule/milestone
- 3. develop partnerships
- Strategy

What are fundraising goals? How much cost for programs

Possible partnerships/sponsors?

- Corporations (GE, etc.)
- Dentists/doctors
- Finance companies
- Attorneys
- Day care centers
- Apple Tree—children's partnerships
- Banks
- Restaurants
- Churches
- Schools (Sacred Heart; Norwalk CC; UConn; Fairfield U; U of Bridgeport)

Fundraising ideas

- Events like 5K; costume contests, etc.
- Sell bricks
- Front walk and elevator donations

Partnerships

- Westport has a "wall of honor" for artists
- Artists donate to campaign
- Contact needs to be professional
- Mass marketing
- PR

Tiered campaign

- \$25 Friend
- \$100 Patron
- \$500 Gold

In the library:

- Annual wine and cheese party

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

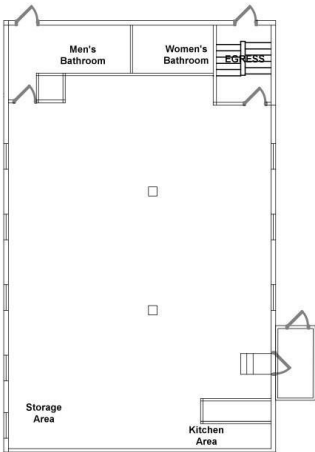
- Silent auction (businesses can donate a service, etc.)
- 50-50 Raffle

Take advantage of water proximity: make people think “anything you want to know about boating, come to the library”

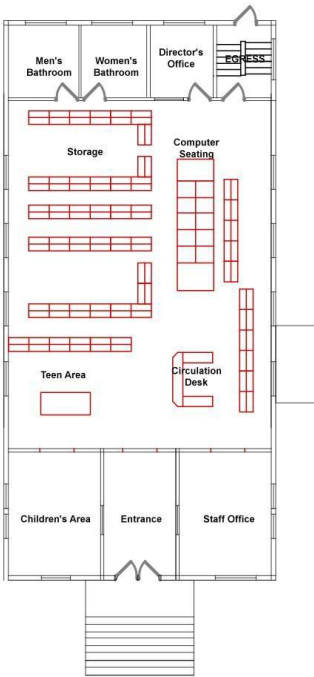
- Boat show
- Presentations/boat safety, etc.

LIBRARY SPACE PLANNING

The following diagrams illustrate the existing conditions of the ENA Library.



**LIBRARY
LOWER LEVEL**



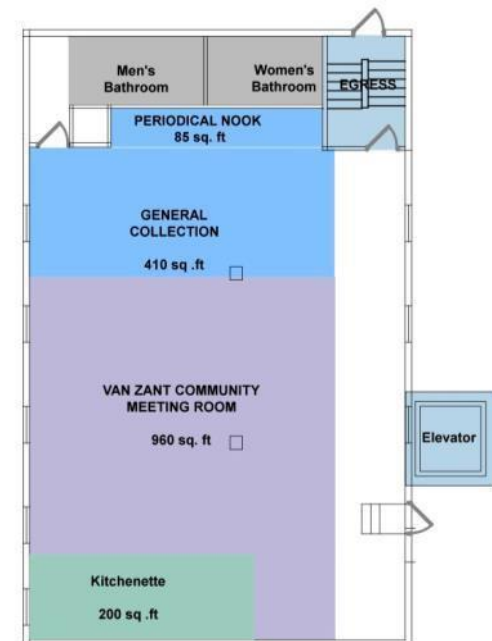
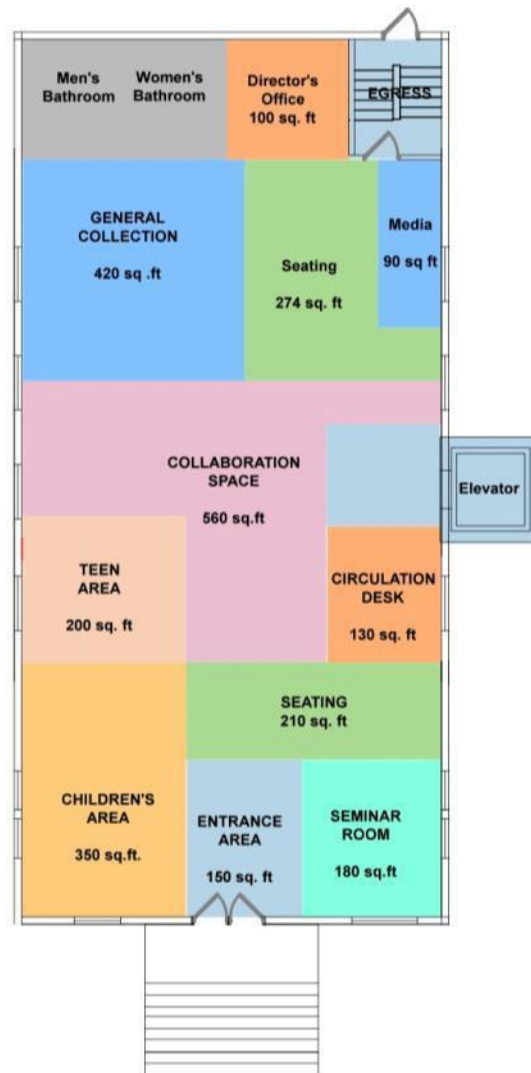
**LIBRARY
MAIN LEVEL**

MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT

Block Diagrams

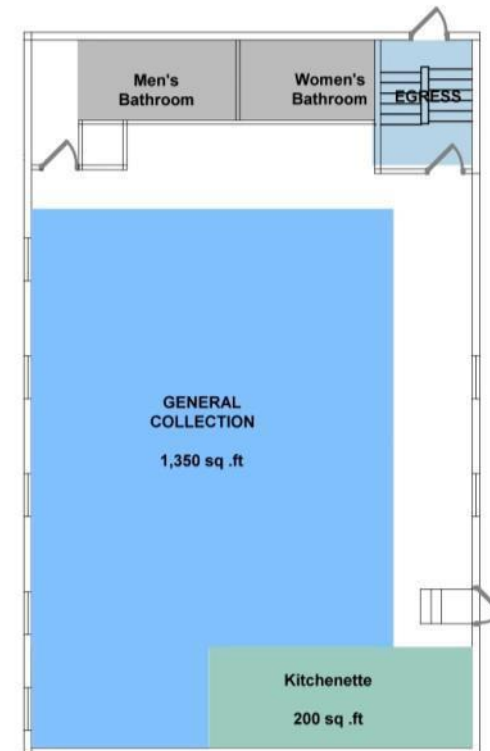
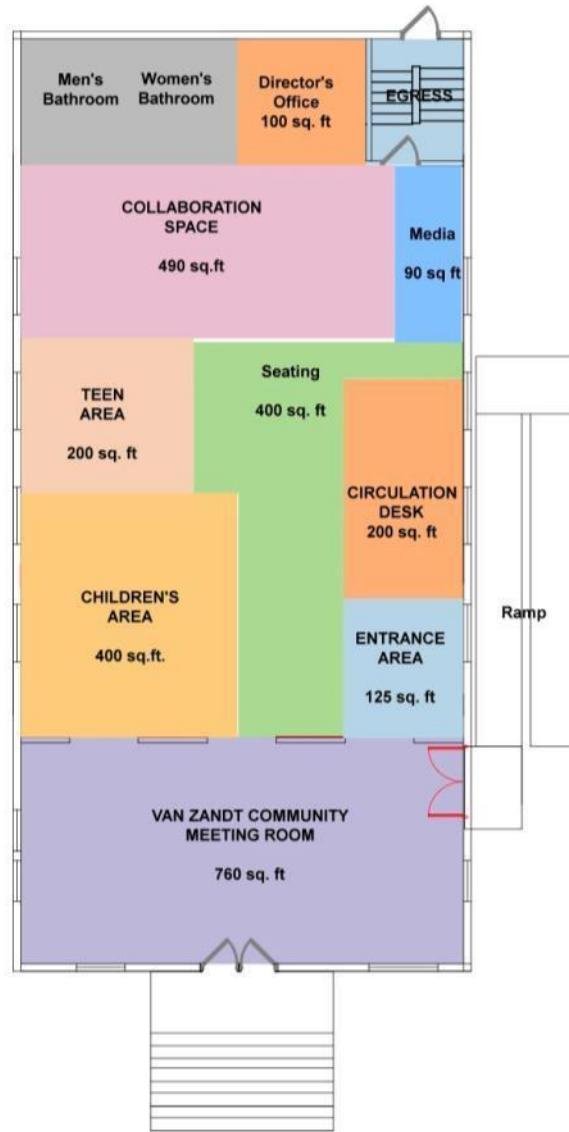
The following block diagrams illustrate the library's potential to improve its layout.

Options 1 – Test Plan



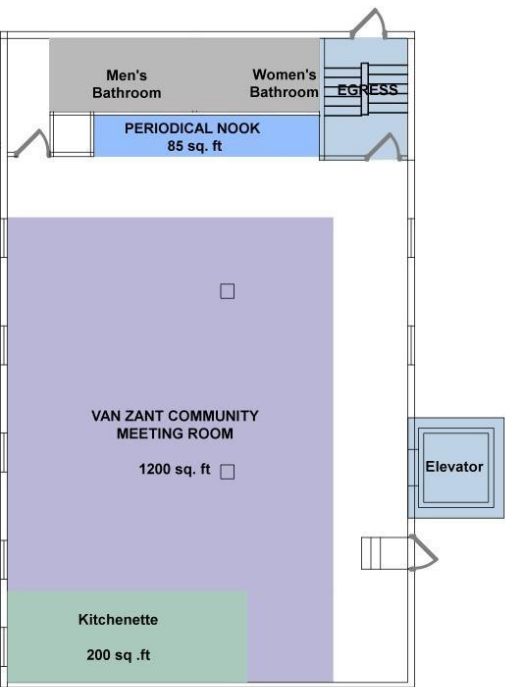
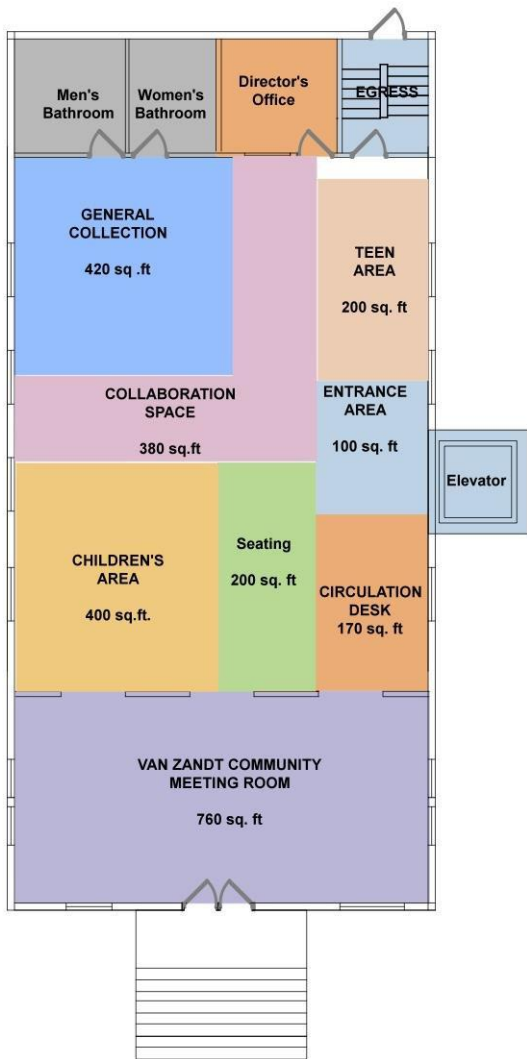
MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT

Option 2 – Test Plan



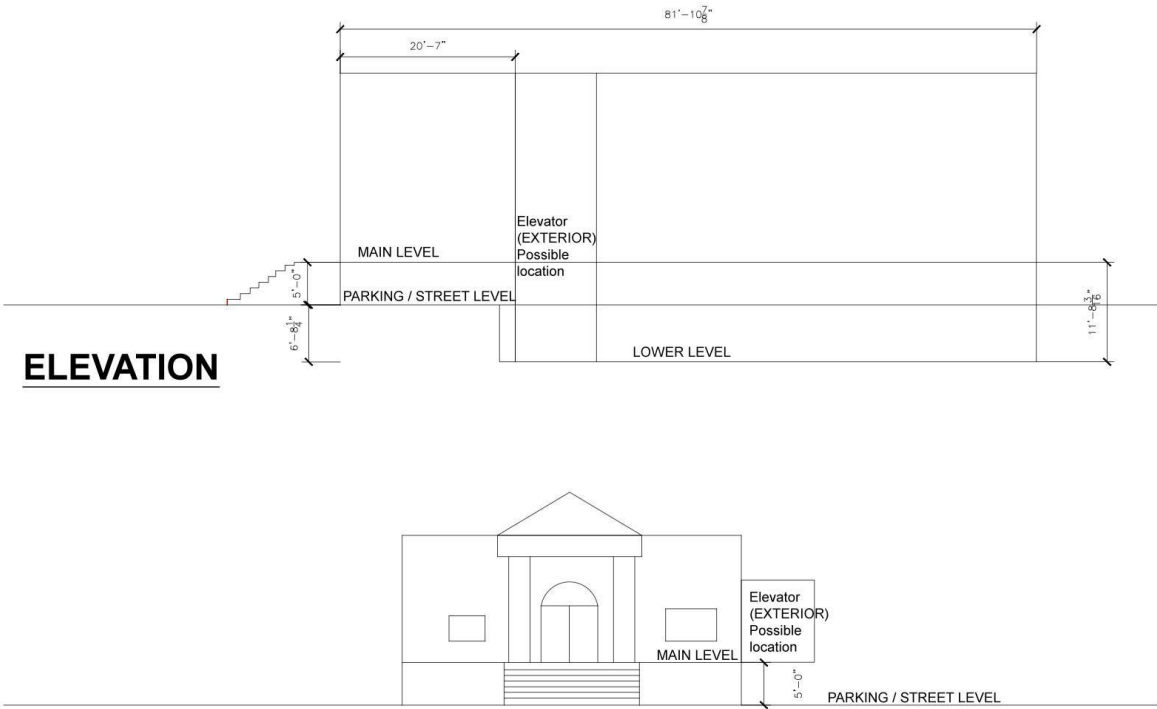
MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT

Option 3 – Test Plan



MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT

Section View of the Library



**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

BUILDING PROGRAMS

EAST NORWALK LIBRARY OPT1
PROGRAM AREA SIZE SUMMARY

#	Department Name	Area Name	L.F.of Shelving	Seating	Staff	Room or Area NASF	Subtotal NASF	GSF
LOWER LEVEL			864	4	-		2,022	
1. Adult Collection and Seating							525	
101		General Collection	819			410		
102		Periodicals Collection & Seating Nook	45	4		115		
2. Community Meeting Room							1,160	
201		Meeting Room Lobby/Exhibits				800		
202		Kitchenette				200		
203		Storage				160		
Circulation 20%							337	
FIRST FLOOR			945	50	3		3,243	
3. Circulation							390	
301		Entrance Area				160		
302		Circulation Desk			2	130		
303		Library Director's Office			1	100		
4. General Collection and Seating							1,832	
401		Adult Paperbacks shelving	600			420		
402		Audio/Video Collection, Audio Books,	125			88		
403		Collaboration Space		16		560		
404		Flexible Table Seating		15		484		
405		Seminar Room		6		180		
406		Printer/Copier/Scanner area				100		
5. Young Adult Cube							189	
501		YA Fiction and Nonfiction Shelving	120			84		
502		Internet Connection Seating		3		105		
6. Children Services							350	
601		Juvenile shelving	100			70		
602		Juvenile Computer Seating		4		100		
603		Table Seating		6		180		
Circulation 20%							482	
TOTAL LIBRARY			1,809	54	3		5,265	

**MASTER PLAN FOR ENA SERVICES & FACILITY
THIRD TAXING DISTRICT**

**EAST NORWALK LIBRARY OPT2
PROGRAM AREA SIZE SUMMARY**

#	Department Name	Area Name	L.F.of Shelving	Seating	Staff	Room or Area NASF	Subtotal NASF	GSF
LOWER LEVEL			1,928	-	-		2,016	
1. Adult Collection and Seating							1,680	
101		General Collection	1,928			1,480		
102		Kitchenette				200		
Circulation 20%							336	
FIRST FLOOR			290	41	3		3,338	
2. Circulation							425	
201		Entrance Area				125		
202		Circulation Desk			2	200		
203		Library Director's Office			1	100		
3. Community Meeting Room							760	
301		Meeting Room Lobby/Exhibits				600		
302		Storage				160		
4. General Collection and Seating							1,074	
402		Audio/Video Collection, Audio Books	120			84		
403		Collaboration Space		14		490		
404		Flexible Table Seating		13		400		
405		Printer/Copier/Scanner area				100		
5. Young Adult Cube							190	
501		YA Fiction and Nonfiction Shelving	100			70		
502		Internet Connection Seating		2		120		
6. Children Services							399	
601		Juvenile shelving	70			49		
602		Juvenile Computer Seating		4		100		
603		Table Seating		8		250		
Circulation 20%							490	
TOTAL LIBRARY			2,218	41	3		5,354	

**EAST NORWALK LIBRARY OPT3
PROGRAM AREA SIZE SUMMARY**

#	Department Name	Area Name	L.F.of Shelving	Seating	Staff	Room or Area NASF	Subtotal NASF	GSF
Off Site Storage			990	-	-		-	
			990					
LOWER LEVEL			45	52	-		1,485	
1. Adult Collection and Seating							85	
102		Periodicals Collection & Seating Nook	45			85		
2. Community Meeting Room								
20		Meeting Room Lobby/Exhibits		52		1,040		
20		Kitchenette				200		
20		Storage				160		
Circulation 20%							297	
FIRST FLOOR			770	31	3		3,263	
3. Circulation							370	
30		Entrance Area				100		
30		Circulation Desk			2	170		
30		Library Director's Office			1	100		
4. Community Meeting Room							76	
40		Meeting Room Lobby/Exhibits				600		
40		Storage				160		
5. General Collection and Seating							1,000	
50		General Collection	600			420		
50		Collaboration Space		12		380		
50		Flexible Table Seating		5		200		
6. Young Adult Cube							190	
601		YA Fiction and Nonfiction Shelving	100			70		
602		Internet Connection Seating		2		120		
7. Children Services							39	
701		Juvenile shelving	70			49		
702		Juvenile Computer Seating		4		100		
703		Table Seating		8		250		
Circulation 20%							544	
TOTAL LIBRARY			1,760	83	3		4,748	