



Cornwall Public Library

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## **Long Range Strategic Plan • 2011-2016**

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Prepared by:  
Cornwall Public Library  
Long Range Strategic Planning Committee

Approved:  
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## **New Opportunities: A Long Range Plan for Cornwall Public Library**

The vision statement on page four sets the stage for what the library hopes to achieve during this five to ten-year planning cycle. The goals and objectives provide an outline to the specific strategies that the Library Board and staff will employ to achieve the vision.

Cornwall Public Library is fortunate to have a community that understands the importance of the library and the centrality of the library in the overall health of the community. It is now up to the library Board and staff to create new opportunities to attract more people to the library and to increase use and support for all the library has to offer.

### **The Cornwall Community**

The Cornwall Public Library service area is made up of some 6,000 households in the town of Cornwall, the village of Cornwall-on-Hudson, the hamlet of Mountainville, and parts of New Windsor, Salisbury Mills, and Highland Mills. The library's service area is concurrent with that of the Cornwall Central School District. Most of the households (over 4,000) are considered family households as defined by the U.S. Census Bureau and of those family households, 2,476 are households that include children under 18 years old. Over 1,700 households have at least one person over 65 years old.

Of the population over the age of 25 years (10,673), 5,262 have either received a bachelor's degree or have had some college as their highest level of education and 2,007 possess a graduate or professional degree. 2,565 have attained a high school diploma with no college. Ninety-two percent of the population over the age of 25 has a high school diploma and 40% of the same population attained a bachelor's degree or higher. The majority of residents (87.5%) speak only English at home.<sup>1</sup>

Many Cornwall residents commute to work, with an average commute of about 36 minutes. Of the almost 8,000 employed persons in Cornwall, almost 4,000 are in "management, professional, or related occupations," and over 2,000 are in the fields of education and healthcare. Another 2,000 workers are in sales or office work. The median household income in Cornwall was \$80,636 and the median family income was \$97,724<sup>2</sup>.

### **Library History**

The Cornwall Public Library can trace its roots back to 1869, when a group of forward-looking Cornwall citizens formed the Cornwall Circulating Library in Library Hall in Cornwall-on-Hudson. Throughout most of the twentieth-century, the Cornwall community was served by three libraries: the Cornwall-on-Hudson library, the Town of Cornwall library, and the Mountainville library. In the 1950s, the three independent libraries were rechartered by the New York State Department of Education and became three branches of the Cornwall Public Library. In 1989, a proposition for a \$3.2 million building which would have consolidated the services of the three branch libraries was defeated. In an effort to consolidate services, the Mountainville branch was closed in 1990. As library services grew and space became an issue for the two remaining branches, the Trustees of the library board put forward another plan for a new building. The proposition for a scaled-down \$2.6 million building was defeated in 1990. In 1997, the Trustees put forward another plan to build a 10,000 square foot building in Riverlight Park for \$2.2 million, consolidating library services and offering a modernized space for growth. The

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<sup>1</sup> United States. U.S. Census Bureau. "2004-2009 American Community Survey." 9/6/2011  
<http://factfinder.census.gov>.

<sup>2</sup> United States. US Census Bureau.

voters approved the proposal and the building was completed in 2000<sup>3</sup>. Since the building's completion, the library has seen consistent growth in patron demand for services.

### **Current Library Use**

The Cornwall Public Library is chartered to serve the residents of the Cornwall Central School District -- 15,024 residents according to the 2010 census (an estimated 16,379 residents according to the 2005-2009 American Community Survey 5-Year estimates<sup>4</sup>). The total holdings for the library, according to the library's 2010 Annual Report, are 67,237 items, with additional electronic holdings (ebooks, downloadable audiobooks, and other electronic resources). The library counts 9,249 active cardholders and maintains a circulation of over 175,000 items per year. The library received 22,476 interlibrary loan items for patrons picking up at Cornwall Public Library and lent 15,457 items to other libraries for interlibrary loan. In 2010, the library counted an attendance of 148,680 library visits for the year. In fiscal year 2009/2010, the library offered 502 program sessions, with program attendance at 7,265. The library maintains a staff of 14.57 full time equivalents.

### **Methods**

The Board of Trustees of the Cornwall Public Library embarked on a long range planning process in August 2010 with the formation of a Long Range Strategic Planning Committee. The committee consisted of trustees, the library director, and library staff members, with the inclusion of members from the Friends of the Library. The committee solicited community input through both a paper and an online survey and through a series of focus groups, all of which took place in May and June of 2011. The surveys and focus groups were publicized in all of the local media outlets, including online outlets. Two hundred fifty-six people filled out the survey either on paper or online and 57 people participated in the focus groups, which were moderated by Tom Weddell of Vanacore, DeBenedictus, DiGovanni, & Weddell. Mr. Weddell volunteered his time. Focus groups were divided into categories: business people and professionals, parents with children, non-library-users, teens, Friends of the Library, library staff, and library trustees.

The survey results were compiled using an online survey tool through Constant Contact and focus group results were compiled by a library staff member who attended all focus groups. The committee reviewed survey and focus group results in preparation for preparing the Long Range Strategic Plan.

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<sup>3</sup> Dempsey, Janet. "Cornwall Public Library."

<sup>4</sup> United States. U.S. Census Bureau.

## **The Vision**

***Cornwall Public Library will be the primary resource for the greater Cornwall area – a community hub and learning center.***

As Cornwall Public Library works to fulfill this vision, library patrons will experience the following as they use the library and its services.

The Library will:

- Be an inviting, eco-friendly, easily accessible facility attracting a diverse group of patrons
- Offer an exciting, easy to use space that accommodates a variety of activities at the same time
- Offer the community a place for personal enrichment
- Provide enhanced collections, programs and services
- Have a greater availability of technology and related training
- Make the greater Cornwall area an even better place in which to live

## **Mission Statement**

Cornwall Public Library provides quality service to the community in a place for self-development through meeting the community's self-education, information, and recreation needs.

The Library will bring together - using appropriate technology and methods of preservation - information, books and other materials in organized collections for the communication of ideas, to enrich personal lives, and to promote an enlightened citizenship.

The library upholds and supports the Library Bill of Rights.

## **Library Values**

- We believe that community, progress and learning are central to a meaningful life.
- We strive to make sure every visit to the library is enjoyable.
- We go the extra mile to provide superior service to our patrons.

## **Goals and Objectives to Help Achieve the Vision for the Library**

During the next five to ten years the Cornwall Public Library Board of Trustees and staff will focus on six key goals to help achieve the vision.

Improve & Enhance the Library's Physical Environment

Grow Technology & Services

Maintain an Emphasis on Staff Training & Development

Maintain an Exciting, Vital, Comprehensive Collection

Build on the Library's Identity as a Community Hub & Resource

Strengthen and Expand Methods of Communication with the Community

### ***Goal: The Physical Environment***

***Cornwall Public Library patrons will encounter a welcoming, flexible, inviting library space and customer-focused staff that support the library's service program and meets community needs.***

Both survey and focus group results indicated a need for improved physical space in the library building. Most survey respondents indicated that they visited the library either weekly or more than once per week (56.5%) and 18.7% of respondents said that they visited the library monthly. Thirteen percent responded that they visited less frequently. Because those who responded to the survey were overwhelmingly library users, these numbers are not surprising.

Forty-two percent of respondents indicated that they would like to see the library expand to include more quiet study or small group space, 29.5% indicated that they would like gallery space at the library and 21.2% wanted additional meeting and program space. Again and again, in both the survey comments and the focus group comments, respondents were interested in seeing more and varied spaces in the library and were specifically interested in having some quiet spaces and some more active spaces.

Self-service options were mentioned by both survey respondents and the focus group participants. Other respondents indicated that they would like to have a place to sit with a cup of coffee.

### **Objectives:**

**Explore ways to reduce/contain noise in certain areas of the library, allowing for both quiet and active spaces and, through space re-allocation create a significantly enhanced separation between different areas of the library**

#### **Action Steps:**

- Work within the current library space to mitigate noise so that noise from more active areas of the building does not travel to more quiet/contemplative areas of the building.

- Investigate noise barriers or noise absorbent materials (baffles, cork, carpet, acoustical panels) for the children's area and the circulation/inner lobby area.
- Work toward a future redesign of the library to allow for separate active areas, as well as quiet study and reading areas.

**Explore ways to create additional meeting, program and study space, and add gallery space; identify ways to make greater use of outdoor patio/surrounding lawn**

**Action Steps:**

- Investigate the reconfiguration of current library floor plan to accommodate more space for meetings and group study, programs and gallery space.
- Investigate the possibility of a "reading garden" – outdoor space for reading, meeting, games, laptop/tablet use, and other activities.
- Consult with a library space planner to explore alternative arrangements and space allocation.
- Work toward a future redesign/renovation of the library to allow for additional meeting and group study space and program space. Integrate gallery space into any future redesign.

**Reconfigure the front desk/circulation area and the staff work area for improved service, functionality and productivity**

**Action Steps:**

- Redesign or rearrange work areas, possibly in consultation with a library space planner, to more accurately reflect the workflow and needs of a 21<sup>st</sup> century library.
- Redesign, and possibly rebuild and relocate, the circulation desk so that: (1) staff can stand and work comfortably and efficiently, (2) self-check can be integrated, and (3) borrowed items can be easily and securely returned by patrons with no staff involvement.

**Explore and implement additional methods for creating a green building**

**Action Steps:**

- Continue to support current green initiatives: paper and plastic recycling, reduction of paper and plastic waste at library programs, temperature control.
- Investigate green energy initiatives, i.e. solar panels.
- Incorporate environmental best practices in any future building renovation initiative.

**Explore self-service options – self-check, computer reservation/printing station, self-service ILL holds**

**Action Steps:**

- Examine library collection with an eye toward reallocating space for a self-service hold shelf. Investigate hold shelf wrapper options available through the current ILS.

- Explore a self-service computer reservation and printing station for in-house computer use.
- Explore RFID and self-check stations to accommodate patron self-check.
- Incorporate self-service options in any future building renovation project.

**Continue to maintain physical library building through good and timely maintenance and repair, thorough and proper cleaning, and preventative maintenance.**

**Action Steps:**

- Investigate, again, a custodial/maintenance position.
- Keep on top of all maintenance issues and concerns in a timely manner.

**Goal: Technology & Services**

***Cornwall Public Library will provide technology and technology training for patrons of all ages and interests.***

The importance of keeping on top of technology was a theme in both the survey results and the focus group comments. While the majority of respondents indicated that they would like to see certain print collections grow, 22% of respondents also said that they would like wider availability of ebooks and downloadable audiobooks. Respondents also indicated in their comments their feeling that the library staff should be better equipped to handle technology questions. Forty-eight percent of survey respondents would like the ability to register for programs online. Respondents also indicated a need for additional computers and early learning stations.

**Objectives:**

**Stay on top of emerging technology: increase the number of computers and children's learning stations available for public use, add new technology devices, and provide training**

**Action Steps:**

- Add at least two computer stations to the adult computer area.
- Explore the addition of computers for teen use.
- Add two additional Early Learning Stations in the children's area.
- Explore a tablet (iPad) or eReader lending program for patrons.
- Work toward obtaining a laptop lab for in-house lending and training.

**Assess existing and explore new/added technology for staff use to maximize ability for optimum productivity and efficiency**

**Action Steps:**

- Ensure that staff has adequate computer work stations available in the backroom work area.
- Establish an eTraining program for library staff to include training on new technologies, formats, and equipment. Ensure that staff is trained on and familiar with library technology offerings.
- Provide staff with opportunities to train on new technology devices by providing the devices for staff use.

- Provide staff with ample training opportunities on current and emerging technologies, available through seminars and webinars.
- Provide staff with opportunities to share their expertise with fellow staff members and colleagues.
- Explore the possibility of providing in-house expertise in technology by reallocating staff duties or hiring with technological expertise in mind.

### **Provide ongoing computer and device training for patrons**

#### **Action Steps:**

- Provide training for patrons in all aspects of technology including basic computer skills, e-books, social media, etc.
- Ensure that adequate computer and technology classes are available for patrons.
- Ensure that staff is well-trained in all aspects of technology so that patrons can obtain the answers to their questions at any time during the library's operating hours.

### **Support education and learning in all forms, provide programs and collections supporting continuing education, provide opportunities for self-education**

#### **Action Steps:**

- Assess all collections based on patron need and demand. Expand popular, highly-requested collections, phase out legacy collections.
- Expand e-book collection and collections in emerging formats.
- Assess print collections for use, suitability of format, and popularity.

### **Goal: Staff Development**

#### ***Cornwall Public Library will maintain and grow in staff excellence and competency***

Many respondents indicated that library personnel are friendly and welcoming and commended the library on its excellent staff. Comments from both the surveys and the focus groups indicated that respondents felt a need for staff development and training, especially in the area of technology.

#### **Objectives:**

#### **Provide for ongoing staff training in all pertinent areas: customer service, areas of responsibility, technology, etc.**

#### **Action Steps:**

- Provide adequate time and budget for staff to attend and participate in users' groups, meetings, and training opportunities.
- Provide adequate staffing levels at the library to allow for staff to participate in off-site training.
- Use webinar training opportunities when available.

#### **Develop/execute a plan for expert training and "in-house" staff tech support**

#### **Action Steps:**

- Provide adequate resources and expertise for in-house training opportunities and patron support.
- Investigate technology training and expertise options. Explore a position for a technology support expert.

**Evaluate staff levels – ability of staff to provide programs/services and maintain collections, evaluate staff positions and duties, maintain competitive compensation to attract and keep excellent staff**

**Action Steps:**

- Create and maintain a competitive compensation and benefits plan to attract and retain excellent library staff.
- Evaluate and assess staff duties to ensure that work performed is necessary, and that highest priority tasks and services are supported.
- Evaluate all programs, services and tasks for necessity and efficiency. Be prepared to discontinue legacy or outdated tasks or services.

**Goal: The Collection**

***Cornwall Public Library will continually evaluate the collection to meet the needs and interests of patrons of all ages and interests by subject and format.***

While the majority of survey respondents indicated their desire for increased print collections (especially bestsellers, fiction, and non-fiction), many (22%) also indicated a desire for more ebooks and downloadable audiobooks. The focus groups also revealed interest in the Local History collection.

**Objectives:**

**Evaluate print reference collection, migrate to digital and/or on-line format where appropriate**

**Action Steps:**

- Continue assessing use of the print reference collection. Weed unused reference materials.
- Assess online reference materials and databases for inclusion in collection.
- Provide staff and patron training on online reference databases.
- Promote current database and electronic reference collections.

**Evaluate and grow collections by subject and format, based on needs and interests of patrons**

**Action Steps:**

- Ensure that acquisitions are based, in part, on patron feedback and requests. Investigate methods of soliciting meaningful patron feedback for use in collection development.
- Continue to regularly weed all collections.
- Expand collections in emerging technology formats (e-books and other downloadable formats).

**Explore providing better/larger space for Local History Collection**

**Action Steps:**

- Provide a functioning microfilm reader/printer for accessing Cornwall Local archives on microfilm.

- Continue to support the Cornwall Local Index by preserving and maintaining the Index files. Investigate possible digitization of the Index.
- Incorporate more adequate space for the Local History Collection in any future renovation project.

**Continue archiving and digitization initiatives, exploring means of greater access and technology to support the collection**

**Action Steps:**

- Continue digitization program with the Hudson River Valley Heritage project. Expand digitization to the Friends picture file.
- Assess the current digitization efforts on the Cornwall Local, evaluating access options.

***Goal: The Library as a Community Hub & Resource***

***Cornwall Public Library will provide a friendly, welcoming environment for patrons of all ages and interests, will draw people to the community, and will be a resource for information and life-long learning.***

Many respondents to the surveys and participants in the focus groups stressed the importance of the Cornwall Public Library as a community hub – a place to meet friends and neighbors, attend programs, have group meetings, etc. Many also indicated the importance of the library as a part of the Cornwall community.

**Objectives:**

**Partner with business community and organizations to provide a broad range of services that meet the community's needs**

**Action Steps:**

- Continue to communicate with community groups through outreach efforts (Chamber of Commerce, arts organizations, PTA, schools, service organizations)
- Participate in local fairs and events with an eye toward making the library more visible in the community.

**Partner with cultural and recreational organizations to share performance and activity space, and collaborate with them on programs and events**

**Action Steps:**

- Investigate possible collaboration with area arts groups and cultural organizations toward joint programming opportunities and grant partnerships.
- Investigate non-library venues for performance space.

***Goal: Communicating with Patrons & the Community***

***Cornwall Public Library will grow and strengthen the methods of communicating the Library's message to patrons and the community-at-large.***

A number of focus group participants and survey respondents indicated that the library needed to explore different ways of getting the word out about library programs and services. Most survey respondents (67.9%) used the library's website, and mostly to search the catalog and place holds on materials. Most survey respondents (90.6%) did not use the library's Facebook page. During the development and distribution of the surveys, the library was also launching an e-newsletter, which was not tested for on the surveys.

## **Objectives:**

### **Explore additional ways to reach patrons/non-patrons**

#### **Action Steps:**

- Evaluate library presence in the community. Participate in events that bring the library to the community.
- Work toward wider distribution of library information. Evaluate current publicity efforts for effectiveness.
- Evaluate press coverage by following up on press releases.
- Be out front by sending follow-up articles and photos to press venues for after-program stories.
- Be sure that library fliers have a wide distribution in the community (community bulletin boards, store bulletin boards, etc.)
- Promote the library e-newsletter for wider distribution.

### **Evaluate and expand the Library website and website calendar of events to better meet the needs of patrons of all ages, i.e. allowing for on-line registration for events and programs**

#### **Action Steps:**

- Continually evaluate library website for organization, information, relevance, and timeliness.
- Investigate online registration and e-mail notification programs for library program registrations.

### **Explore and expand the use of Social Media outlets for communicating with patrons and non-patrons**

#### **Action Steps:**

- Continue to use Facebook for social media contact with patrons and investigate other social media outlets (i.e. Twitter). Promote all social medial initiatives so that patrons are aware of their availability.

### **Maintain and grow opportunities for public appearances toward the goal of public awareness, i.e. as a presenter and/or with a booth**

#### **Action Steps:**

- Maintain an active presence in the community through attendance at community groups and community events.

## **Implementation and Assessment**

The library board, library director, and staff will work to implement the action steps of this long range plan over the next five years. While some goals will be more easily achieved, others will require significant time, planning, and resources. The library board will work with the library director to prioritize goals and action steps based on community need and resources available. The library board will work to secure the necessary funding, both through support of the library's annual budget process and through cooperation with the Friends of Cornwall Library and the Cornwall Library Foundation. The library staff will be supported in working towards grant funding when available and appropriate.

While implementation of the goals in this long range plan will be ongoing, the library board will formally revisit the plan yearly (every October) to review progress, adjust action steps, and modify or prioritize goals. As each goal is reached, the library board, along with the library director, will review and assess the success of the initiative, taking into consideration patron response, staff assessment, cost effectiveness, and overall library service. Each goal, depending upon its nature, will have different measures of assessment.

This long range plan is meant to be a living document that can change and grow over time. While each goal and action step has been carefully considered, no goal or action step in this document is set in stone, nor is a goal that is not included in this document out of the realm of consideration. This document is meant to provide the library board, library director and the library staff with a plan for the future and with goals to work toward. The ultimate goal of this plan is to provide responsive, innovative, and excellent library service to the Cornwall Community.

## **Acknowledgements**

This document represents over a year of hard work by many individuals and groups. Long Range Strategic Planning Committee Chairperson Anna Morabito Tilley led the committee through the year-long process of planning, gathering community input, synthesizing community comments, outlining a plan, working through goals and action steps, and finalizing the plan. Library board president Joseph Barth helped to keep the planning process on the front burner during board meetings. Library board trustees Cheryl Buescher, Mary Davis Clark, Lucinda Poindexter, Roberta Sherman, Buzz Solomon, Maureen Terwilliger, and Susanne Vondrak, as well as Treasurer Karen Staples, lent their support by working on the committee, participating in focus groups, spreading the word to the community to solicit community input, and finalizing the plan. Friends of Cornwall Library president Jane Harkinson made sure that the Friends were a part of the process. Tom Weddell of Vanacore, DeBenedictus, DiGovanni, & Weddell donated his time and expertise by facilitating the many community focus groups. Library staff member Beth Texter worked tirelessly on the survey and focus group process and helped create the first draft of the plan. Library staff members Liz Fisher and Rosaleen Leahy served on the committee, provided valuable insight, and helped see the plan to fruition. Library director Karen LaRocca-Fels served on the committee and guided library staff through the planning process.

Many thanks are due to the many members of the Cornwall community who tested draft surveys, completed the final survey, participated in focus groups, and who ultimately determine the direction of the library.

# Community Survey - Cornwall Public Library

Responses received: April 18, 2011 - June 20, 2011

## 1. I have a library card from . . .

	Number of Response(s)
Cornwall Public Library	217
A different library (Please write the name of the library in the "comments"	35
NO, I do not have a library card	3
No Responses	1
<b>Total</b>	<b>256</b>

## 2. How often have you used the Cornwall Library in the past year?

	Number of Response(s)
more than once a week	60
weekly	72
every other week	48
monthly	40
less frequently	19
very rarely (please let us know why)	12
never (please let us know why)	4
No Responses	1
<b>Total</b>	<b>256</b>

## 3. What are the reasons you use the library? (Please check all pertinent.)

	Number of Response(s)
to borrow best sellers	126
to borrow other adult books	169
for reference/research	92
for children's books, CDs, etc.	86
for young adult books, CDs, etc.	74
to borrow DVDs, music CDs, audio books	163
to use the copy machine and/or fax machine	58
to read magazines and/or newspapers	75
to use the public computers	33
to use WiFi (wireless Internet access)	23
to study/work	39
to attend children's programs and/or events	66
to use children's learning stations	21
to attend adult programs and/or events	62
to attend group meetings	39
Other	22
<b>Total</b>	<b>255</b>

**4. In which areas would you like to see the library's collection expand? (Please check all pertinent.)**

	<b>Number of Response(s)</b>
adult fiction books	98
adult non-fiction books	64
large print books	40
audio books	62
teen books & materials	44
children's fiction books	23
children's non-fiction books	13
adult/family DVDs	87
children's DVDs	16
adult/children's music	24
magazines/newspapers	31
downloadable audio & e-books	56
Other	43
<b>Total</b>	<b>254</b>

**5. I take advantage of and/or would like to see ADULT PROGRAMS on the following topics: (Please check all pertinent.)**

	<b>Number of Response(s)</b>
local authors/book signings	86
book discussions	58
educational lectures	87
movie programs	66
local history	72
financial planning	33
elder care	15
social services	24
health & wellness/exercise	56
cooking & nutrition	68
crafts (how to)	62
music and/or art	63
home repairs (how to)	34
gardening (how to)	55
computer instruction	43
Chess night	11
Other	24
<b>Total</b>	<b>210</b>

**6. I/my children take advantage of/participate in the following regularly occurring CHILDREN'S PROGRAMS & ACTIVITIES: (Please check all pertinent.)**

	<b>Number of Response(s)</b>
NOT APPLICABLE	67
pre-school story time	27
book discussions	13
T.U.T. (Teen Underclassmen Team)	20
Chess night	5
family/pajama story time	20
reading to the dogs (FURacious Readers)	14
monthly family events	16
summer reading program	57
Other	7
<b>Total</b>	<b>156</b>

**7. I take advantage of and/or would like to see CHILDREN'S PROGRAMS on the following topics:  
(Please check all pertinent.)**

	<b>Number of Response(s)</b>
NOT APPLICABLE	57
science	55
local history	34
music, drama and/or art	61
cooking	33
health & wellness	23
nutrition	28
crafts (how to)	52
Other	12
<b>Total</b>	<b>157</b>

**8. What new services would improve the library?**

	<b>Number of Response(s)</b>
pay fees, fines/printing with credit cards	45
lend laptop computers for in-library use	53
ability to register for programs online	122
Other	100
<b>Total</b>	<b>252</b>

**9. What new or expanded spaces would you like to see at the library?**

	<b>Number of Response(s)</b>
quiet study/small group spaces	107
gallery space	74
additional meeting space	53
Other	88
<b>Total</b>	<b>250</b>

**10. Do you use the Library's website?**

	<b>Number of Response(s)</b>
Yes	174
No	79
No Responses	3
<b>Total</b>	<b>256</b>

**11. If you DO use the Library's website, for what purpose(s)? (please check all pertinent.)**

	<b>Number of Response(s)</b>
for the calendar of events	91
to access databases	74
to search the catalog and place "holds" on items	144
to renew borrowed items	109
to find general information	68
Other	74
<b>Total</b>	<b>250</b>

**12. I use the library's Facebook page.**

	<b>Number of Response(s)</b>
Yes	23
No	232
No Responses	1
<b>Total</b>	<b>256</b>

**14. What is your age range?**

	<b>Number of Response(s)</b>
12-21 years	29
21-35 years	25
36-55 years	91
56-75 years	87
over 75	23
No Responses	1
<b>Total</b>	<b>256</b>