

Development Plan

Norfolk Public Library

September, 2008

Revised and updated November, 2014
Including action plan through FY'18

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Endorsed

Norfolk Public Library
Board of Trustees

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PART I INTRODUCTION and METHODOLOGY

This Development Plan for the Norfolk Public Library was produced using *The New Planning for Results: A Streamlined Approach* by Sandra Nelson. The purpose of the planning process is to help the library identify and analyze community and library needs; determine library service roles; and develop goals and objectives that address short and long-range library opportunities.

The Norfolk Public Library has undertaken the planning process in order to:

- assess the library's role(s) in the community,
- evaluate strengths and weaknesses,
- set relevant priorities and goals for the next five years,
- channel collection growth and development according to role priorities,
- demonstrate library needs, through objective data, to the Board of Selectmen, Advisory Board, and to the town, and,
- position the library as a vital and essential resource for all segments of the community.

....This plan was developed by the Planning Committee, chaired by Norfolk resident Cathy Elder. Members of the committee included the library director, associate director, children's librarian, information systems librarian, a representative from the Board of Library Trustees, Friends of the Library, and patrons at-large. Library staff served as primary resource persons, gathering and analyzing data, including a survey of patrons and non-patrons, and preparing drafts for consideration by the Planning Committee. In addition to an extensive patron survey, the planning committee also conducted a S.W.O.T. analysis.

The plan produced by this process will serve as a blueprint to guide library service development for the next five years. The plan is a living document. It will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop, and conditions change.

Part II COMMUNITY DESCRIPTION

Norfolk was settled in 1678 and incorporated in 1870. Originally, the town was part of the towns of Wrentham, Franklin, Medway, and Walpole, and was known as North Wrentham. In 1870, the residents petitioned the state legislature to become a separate town, and the petition was approved on February 23, 1870. The new town of Norfolk was composed of 1,124 inhabitants and 9,000 acres of land.

Today, Norfolk is a residential community that has experienced rapid growth, but still retains the characteristics of a small New England town. The town encompasses 15 square miles with terrain that is mostly level running to hills that are not much more than 200 feet above sea level. Areas of timber and brush land still exist, though the once numerous farms have given way to housing developments. Norfolk is located 20 miles southwest of Boston and 22 miles north of Providence, RI and is bounded by Foxboro, Franklin, Medfield, Medway, Millis, Walpole, and Wrentham.

The town population has nearly tripled over the past 40 years, with peak growth occurring in the 1980's and 1990's. Norfolk was projected to reach its "build-out" (estimated population under the current zoning by-law) population around 2010 - 2015. Given the economic slowdown and housing crisis in 2006-2009, no new building permits were issued for several years. Within the past two years, new home building is again on the rise and home sales are rebounding.

Norfolk's population has remained steady over the past several years at 9,396, The official population, which includes the town's three prisons, MCI-Norfolk, Bay State, and Pondville that house approximately 2,000 inmates, is 11,539. According to MISER, demographically, Norfolk is predominately an English speaking, affluent community with the following racial distribution: 87.9% white; 4.9% black; 4.9% Latino and 1.2% Asian. The median age for residents is 37.4. Families (non-single residences) represent 85.6% of the population, giving Norfolk a higher than average concentration of families. The median income for a household is \$86,153, and the median income for a family is \$92,001. Males had a median income of \$60,926 versus \$40,825 for females. About 0.8% of families and 1.1% of the population are below the poverty line.

Norfolk is a civic-minded town that boasts an active volunteer corps. Service organizations include: Garden Club, Norfolk Community League, Norfolk Together, American Legion, Grange, Lion's Club, Friends of the Library, Teacher-Parent Association, and Friends of the Council on Aging. The four churches (Baptist (2), Roman Catholic and Federated) also contribute to the vitality of the town. The Norfolk Recreation Commission is likewise, very active. Besides organized sports, they sponsor a variety of pre-school, youth, and adult programs, including aerobics, arts and crafts, swimming lessons, and special seasonal programs. Stony Brook Wildlife Sanctuary is located in Norfolk. Managed by the Massachusetts Audubon Society, Stony Brook is comprised of 300 acres of woodlands, ponds, fields and marshes, and offers a variety of educational and leisure programs.

Norfolk is served by MBTA Commuter Rail Service to and from Boston and has access to routes 1, 1A, 109, 128, and 495. In recent years, Norfolk has contracted with GATRA , the Greater Attleboro Transportation Authority, to provide dial-a-ride service to residents who cannot drive.

Though Norfolk has no major shopping centers, there are large grocery stores and several malls nearby. To date, the town has been unsuccessful in attracting major retailers to build in the downtown area, with the exception of Walgreen's Pharmacy. Much to the frustration of town officials and residents, Norfolk center remains mostly undeveloped. There are no major industries or manufacturers in Norfolk. Within town there are banks, small variety stores and a handful of small businesses. Since Norfolk has no direct major highway access, it is unlikely that the town will attract major retail or manufacturing businesses.

Economically, Norfolk appears to be typical of many Massachusetts small towns. General fund revenues for FY2015 total \$34,641,463. Heavy burden is placed on homeowners for generating town revenues. The town is composed predominantly of single family homes. There are three condominium complexes, two of which are age-restricted and all have been recently built and are not yet fully occupied. There are no large apartment buildings, and few rentals available. In 2014, the assessed value of 2,972 dwellings was \$1,279,496,200, with an average assessed value of \$430,500.

Since there are no major employers in town, most residents commute to work. Of the residents who are in the workforce, 55% work in Norfolk County, 43% work outside the county, and the remaining 2% travel out-of-state to work. Most commuters travel to the Boston and the Route 128-belt communities for employment. The average commute time is 33 minutes. Over 60% of the workforce are managers, professionals, technicians, etc. The current rate of unemployment is 3.9%.

As expected, with a workforce that includes such a high percentage of managers, technicians and professionals, the education level is correspondingly high. Less than 12% of the adult population has not received a high school diploma. Of the 86% who completed high school, 38% received bachelor's degrees, and 14% attained post-graduate or professional degrees.

The Norfolk Public School System consists of the H. Olive Day School which houses grades pre-K through two, and the Freeman-Kennedy School, which houses grades three through six. Norfolk, along with Wrentham and Plainville, participates in a regional middle school; King Philip North and the regional high school; King Philip High. Students may also elect to attend Tri-County Regional Vocational-Technical High School that is located in nearby Franklin. Approximately 11% of the school-age population attends private elementary and secondary schools.

There are several important issues currently receiving community attention. These include building a police station that will incorporate a multi-town central emergency dispatch center, and remodel of the current public safety building to accommodate the fire department. Norfolk has completed an updated master plan which will give the town a sense of direction in which to move over the next ten years.

PART III LIBRARY HISTORY & DESCRIPTION

HISTORY

The Norfolk Public Library was founded in 1880. A gift of 100 volumes was given by a private citizen's group known as the Norfolk Library Association and by the loan of additional books from the Norfolk Farmer's Club. For 12 years the library was housed on the first floor of the old Town Hall. It was open only from 7:00 to 9:00 on Saturday nights to coincide with the Norfolk Brass Band rehearsal, which was held in the same room.

There arose the question of where to house the growing book collection. In 1898 the library was moved to the tower room on the second floor of the Center School. It stayed there until 1919 when the town appropriated \$350.00 to rent and furnish a room in the old Baptist Church. There it remained until the Grange bought the building and requested that the library be moved. In 1951 the oldest portion of the present building was prepared for occupancy.

Records show that the present main library meeting room was built in 1845 to serve as the North School on the south corner of Cleveland and Fruit Streets. From that time until 1870, Norfolk was a part of Wrentham and the North School was one of 18 schools in the larger town. Shortly after 1900, a hook and ladder company was organized in Norfolk and housing was needed for their equipment. It was decided to use the North School building which was taken down, piece by piece, and re-erected in its present location. Large doors were installed so that horses could easily be harnessed to the equipment and moved quickly into Main Street. It was used until 1926 when a new fire house was built farther down Main Street.

For a number of years the building was used for band rehearsals and social gatherings, and in 1951 it again became an educational institution as the Norfolk Public Library. In 1962, an additional 600 square feet was added to the original structure. In 1985, another addition was completed, bringing total available space to 8,000 square feet. In 2004, the library relocated to temporary quarters while a major addition-renovation was undertaken. In November, 2005 the library opened the new 23,000 s.f. facility.

GOVERNANCE

The library is a department of town government and is governed by an elected three member board of library trustees. The Board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that: *"The board shall have the custody and management of the library ... and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board,, and all money or property which the town may receive by gift or bequest ... shall be administered by the board ..."*

Responsibility for library management, collection development, and provision of library services to the public is delegated by the Board of Library Trustees to the library director. The director is appointed by and is directly responsible to the Board, and is an employee of the Town of Norfolk.

The Norfolk Public Library Board of Trustees has a strong record of effective leadership in the community. The three-member board operates under a written set of bylaws. The Board meets on a monthly basis and all members attend meetings regularly. The trustees are well informed of both town issues and library issues and are staunch advocates for the library. They continually strive to provide for quality library service. They are well respected in the community for their leadership and advocacy for the library.

COMMUNITY SUPPORT

The library has 6,969 registered borrowers of whom 5,459 are town residents. This means that 58% of residents, excluding the portion of the census that is incarcerated in one of the town's three prisons, are library users. A recent survey demonstrates that most patrons are frequent users, visiting the library monthly, if not more often. They are highly satisfied with their library experience in terms of the facility, service, and collections. The Friends of the Library are active supporters of the library. They have over 500 dues-paying members, many of whom participate in fundraising events throughout the year. They also advocate for the library at key town meetings.

PART IV
LIBRARY SERVICE – 2014

BUILDING FACILITIES

In November 2005, the newly renovated and expanded library opened. The building program was deemed successful and the community has rave reviews for the new facility. It is a spacious, bright, and pleasant building that pays special attention to children's and teen services. The new wing of the building was dedicated to youth services and encompasses a suite of rooms for preschool children through high school. Adult areas consist of a new book display area, large print book area, fiction, and non-fiction stacks, three study rooms and a magazine reading room. An integrated reference and technology section serves as a bridge between adult and youth services.

The library's two meeting rooms (100 person capacity and 15 person capacity) and kitchenette are located off the lobby area and may be accessed by community groups outside of normal library hours.

STAFFING

The library has a history of strong staffing. Norfolk is fortunate to have a capable, stable and dedicated staff. A full-time director was hired over thirty-five years ago, which was at the time unusual for a small-town library. With capable leadership, library staff flourished. Staffing has grown from two full-time employees in the late 1980's to today's staff which consists of the following professional full-time positions: library director, associate director, reference/information services librarian, and youth services librarian. Support staff includes a part-time (24 hour) technical services librarian and seven part-time library technicians who serve patrons at the circulation desk.

The staff is friendly, knowledgeable and skillful, as well as responsive to user needs. Staff members are encouraged to attend state and regional conferences as well as workshops offered through the Massachusetts Regional Library System (MLS) and SAILS Library Network. Staff members also share their expertise with each other at regularly scheduled staff meetings.

PATRON ACCESS

The library is open 46 hours per week during the winter and 44 hours per week during the summer, according to the following schedule:

Monday	2:00 – 7:30
Tuesday	10:00 – 7:30
Wednesday	10:00 – 7:30
Thursday	10:00 – 7:30
Friday	10:00 - 4:00
Saturday	10:00 - 4:00 (10:00 – 2:00 in July & August)
Sunday	Noon– 4:00 (Oct. – April)

These hours are convenient to users with the following exception: the library does not open on Mondays until 2:00 PM. Patrons could be better served if the library were

able to open at 10:00 AM. as it does Tuesday through Saturday. The library receives many phone calls on Monday mornings from patrons wishing to use the library. In addition, many patrons forget that the library is closed at this time, and they fruitlessly drive to the library. Sunday hours are quite popular and are well used by patrons.

MATERIALS

The Norfolk Public Library maintains an attractive, up-to-date collection that reflects most community needs. Library materials are actively used by patrons as evidenced by the healthy per-capita circulation. The collection is kept current by the regular acquisition of professionally selected books and materials. Worn, dated, and seldom-used materials are weeded on an ongoing basis. The collection is systematically arranged and classified so that items can be easily identified and located through the online catalog.

Of particular strength are the adult popular and early childhood popular materials. These include DVDs, audiobooks, and audio (music) compact disks, in addition to print materials. NPL is committed to acquiring materials in digital format. Patrons have access to an Overdrive collection through SAILS and more recently, an Overdrive Advantage collection.

Materials for education support have been a priority for the library over the past 20 years and the collection reflects this need. Vast improvements have been made in the juvenile non-fiction collection. The collection is weakest in the areas of young adult materials.

TECHNOLOGY

Since affiliating with the Automated Bristol Library Exchange (ABLE) network in 1991, the library has embraced technology. In the mid-1990's, the library received a Homework Center grant, and the first computers were purchased.

Today, the library has 16 public-use computers, and wireless access throughout the building. Patrons have in-library and at-home access to specialized databases that are provided by the Massachusetts Board of Library Commissioners (MBLC), Massachusetts Library System (MLS), SAILS, and Norfolk Public Library.

Staff computers are networked, and every staff member has access to email, the Internet and a library Blog. The building was designed so that computers can be added as needed.

Upon opening the new facility, the library implemented RFID technology that provides security, self-checkout, a materials-handling system, and inventory control. At this time, the self-check station handles nearly 65% of the circulation activity and the materials sorter discharges approximately 85% of library returns.

FUNDING

Stable funding is of paramount concern. Progress has been slowly made over the past two decades, Two operating overrides have allowed the library to increase staff (adding a full-time information technology position and increasing the youth services librarian to full-time). Most increases in the regular operating budget have been “level service” increases and for several years, the library operated with a level funded budget. Since the library budget is a relatively small percentage (less than 2%) of the town’s overall operating budget, level funding automatically equates to service cuts. Over the years the library has lost and regained closing Mondays, Wednesday evenings, and Fridays. In FY’12 and FY’13, the library applied for and was granted a waiver as the MAR could not be met. In FY’14, additional funding was granted to the library at fall town meeting so as to regain compliance with the MAR. During the current fiscal year, the budget was increased by 5.4% so the library is once again back on track.

PART V LIBRARY SERVICE RESPONSES

The New Planning for Results stresses the importance of the connection between community needs and library services. Services responses are very distinct ways the library serves the public and the selection of these responses has been based on community need as determined through formal and informal information gathering. This process provides thirteen service responses and were ranked as high, medium, or low priority:

High Priority: in ranked order

Current topics and titles including popular materials/recreational reading
Formal Learning Support
Lifelong Learning
“Commons” (environment for community interaction)

Medium Priority

General Information (reference/non-fiction)
Information Literacy
Local History and Genealogy
Business and Career Information

Low Priority

Basic Literacy
Community Referral
Consumer Information
Government Information

Current Topics and Titles: Popular Materials Library

The Norfolk Public Library's highest priority is that of a current topics and titles. For many years the library has concentrated on developing a collection of current, high demand, high-interest materials in print and non-print format. Of particular strength are the adult fiction, adult periodicals, and juvenile picture books, as well as audiobooks and DVD materials. Weaknesses in this area include school-age (Grades 4 – 6) fiction, YA fiction and popular non-fiction. Recreational reading is a major interest of many people, and in providing popular materials, the library fills an important need and contributes to the community quality of life.

Lifelong Learning Center

Individuals of all ages use the library to obtain information and materials for self-directed learning. Persons may pursue independent learning for personal or work-related reasons, including self-improvement, career or technical development, cultural interests, hobbies, family, home concerns, and citizen education. Users rely on the library to provide materials which satisfy their individual learning needs and enable them to make informed decisions affecting their personal lives, their work, their community, and other interests.

Many who come to the library do so to pursue lifelong learning activities. The Norfolk Public Library provides substantially more than the "minimum" reference tools. By way of example, the library has developed an extensive collection of craft, home decorating and repair books, and an extensive parenting collection. Additionally, access to the holdings of area libraries via the SAILS catalog allows patrons to research virtually any topic of interest. Weaknesses include local history and genealogy, though this was not ranked as the highest priority in surveys.

Formal Learning Support Center

In this role, the library provides materials and reference services to assist students in elementary and secondary schools, colleges, technical schools, and other formal education programs. This role focuses primarily on providing information and supplementing materials needed to complete class assignments, or to support literacy and similar programs. The library maintains an up-to-date periodicals collection with emphasis on current issues in history, the social sciences, science and technology. Additionally, the statewide, regional, and locally-purchased databases are paramount in providing in-depth and current information. Home access to most of these databases is a well-used and valued library resource.

Students and adult learners obtain materials and information necessary to their studies which are not always available through their school or sponsoring agency. This role connects the library to education, and benefits students by supplementing materials and reference services available at the schools. Effectiveness in this role depends on: (1) the expertise of staff in accurately interpreting questions; in knowledge of the collection; and in use of the electronic resources, (2) active use of the Virtual Catalog

and interlibrary loan services, (3) relationships with local school systems and other agencies serving children which help identify the library needs of children.

Of particular strength in this area is the library's program of service to preschool children. The strong collection, together with a variety of group experiences sets the stage for reading readiness and life long learning for Norfolk's youngest children. The Norfolk Public Library has been an Early Childhood Resource Center since 2008. Funding for this is provided by the Massachusetts Department of Early Education and Care.

Commons Environment

This role meets an important need by providing a focal point for community activities, both formal and informal. Informally, the library has become THE place in Norfolk for people to meet ! New residents and parents of young children make the library their first stop to become involved with the community to meet new people and form friendships.

Formally, the library serves as a center for community activities by making library materials, facilities and equipment available in support of the social, cultural and recreational activities of community groups. Use of the library for meetings, activities and exhibits has surpassed all expectations since the opening of the new building. A large room that seats 100 people and a small meeting room that seats 15 are available for community groups. Additionally three study rooms are available as well as the school house, that provides another meeting space for up to 18 people.

The Norfolk Cultural Council sponsors art exhibits in the lobby and main meeting room and has monthly exhibits scheduled a year in advance. Two display cases, one located in the main lobby, and the other located in the children's area, provides space for residents to showcase their collections and memorabilia.

PART VI VISION & MISSION

Our Vision

The Norfolk Public Library provides leading edge services delivered in a small-town way within an environment that reflects the vital interests of our growing community. As a library dedicated to meeting the information needs in our community, the Norfolk Public Library continuously evolves to facilitate and expand access to information discovery and learning opportunities for all.

Our Mission

It is the mission of the Norfolk Public Library to serve the educational, informational, and recreational needs of the community. In the area of educational services the Norfolk Library plays a significant role in delivering library services to young children, students, adults, and retired persons. As an informational resource, the library and its staff seek to enhance access to large amounts of materials through active links with other libraries and the regional library system, through the use of electronic resources, and through the development of Norfolk Library's own circulating and reference collections.

A significant part of the library's active circulation is in the area of recreational materials, where the Library circulates popular recreational materials in all relevant media, and serves as a venue for community-based nonprofit meetings, workshops, and other collaborative activities.

PART VII NEEDS ANALYSIS

The following needs have been identified through data analysis in sections IV and V of this document:

NEED: Funding: In order to provide library services consistent with the expectations of the community and to avoid the dilution of services that is driven by increases in fixed costs, the library needs consistent and adequate funding.

NEED: Enhance Space : In order to align the library with it's commons environment, the following enhancements will be considered: creating a café in the lobby area, and exploring the feasibility of using moveable walls to allowing the community room to be configured into several smaller spaces as needed to accommodate small group meetings.

NEED: Cutting-Edge Technology : In order to keep pace with rapidly-evolving technology, the following enhancements will be considered: deployment of circulating e-reader devices, creating portable device training programs, and piloting a 3-D printing service.

NEED: Policy Review: Library policies defining library operations, personnel management, collection development, materials selection, and other important library practices quickly become dated.

NEED: Publicity and Outreach: While the library is generally recognized by the public and town officials as an integral part of the town, a more aggressive strategy needs to be undertaken to insure that library services and programs are widely identified and promoted.

NEED: Collection Development. The collection needs further development and depth in order to fulfill the library's primary roles of *popular materials center (current titles and topics)*, *formal education support center* and *lifelong learning center*. Of particular need in the area of popular materials center is juvenile and young adult fiction and non-fiction, and replacements for classic titles. In the area of formal education support center, the library needs to continue to update curriculum support. In the area of life learning center, the library lacks business and career information.

NEED: Programming. In it's role as Commons, the library is lacking in the areas of adult and Young Adult (YA) programming. Programming for both audiences has been inconsistent over the past years.

NEED: Staff Development. In the quickly changing information environment, it is imperative that staff have continuing education opportunities in order to provide quality services that meet patron needs.

Part VIII
GOALS AND OBJECTIVES

The heart of this plan is its goals and objectives. They provide the framework on which the plan is built. Goals indicate **what** issues the library must address in order to effectively meet the needs of the community. Objectives specify **how** it will go about addressing these issues and the date by which this work will have been completed. Activities provide more detailed information concerning how the objective will be met. Goals, objectives, and actions define in concrete terms where and how the library will focus its efforts in order to provide the best possible service to the community. Because they identify what needs to be done and spell-out how it will be done, goals, objectives, and actions provide assurance that the plan will work.

GOAL I

Improve the scope and depth of the collection in order to fulfill the library's role of current topics and titles, lifelong learning and formal education support center.

Objective

Seek outside funding to expand the juvenile fiction collection, the YA fiction & non-fiction collections, and Overdrive Advantage collection.

Actions

- Identify possible sources of funding (FY'15)
- Write grants for each of the collections:
 - YA materials (FY16)
 - Overdrive Advantage titles (FY'16)
 - Juvenile fiction (FY'17)

Objective

Solicit supplementary sources of funding to acquire additional materials

Actions

- Promote birthday "gift" donations (FY'15)
- Promote memorial donations (FY'15)

GOAL II

Improve and strengthen service to teens

Objective

Redirect youth librarian's priorities to focus on 'tweens and teens (FY'15)

Objective

Extend YA readers' advisory to help teens and their parents use the collection. Including reading lists, bookmarks and recommended titles (FY'15)

Objective

Form teen advisory board to solicit ideas and suggestions for teen services

Actions.

- The youth librarian will hold 4 – 6 meeting per year (FY'16)

Objective

Create an environment that will be prepared to serve the current and next generation of young adult users.

Actions

- Seek outside funding to enhance services to teens (FY16 & 17)
- Explore and offer relevant programs (FY17, FY18)
- Use social media to communicate with teens (FY'15)

Objective

Establish communication and cooperation with the teachers at King Philip Middle School & High School regarding assignment alerts and required reading.

Actions

- Contact teachers by email to request copies of assignments and projects that are required (FY'15 & on-going)
- Distribute information about the public library at both schools to insure teachers are aware of library resources. (FY'15 & on-going)

GOAL III

Improve library administration through the continuous review of management, operation, and building policies.

Objective

Review all library policies on an on-going basis

Actions

- Set up rotating schedule for policy review (FY'14 & on-going)
- Revise and update policies as needed.

GOAL IV

Enhance visibility in the community through promotion of library activities

Objective

Submit news releases to local newspapers on a regular basis (FY'15 & on-going)

Objective

Promote library activities through local access cable television (FY'15 & on-going)

Actions

- List hours and holiday closings on bulletin board
- List all up-coming library programs on bulletin board
- Air library programs on local access station

Objective

On an annual basis, produce and mail to every home in Norfolk, a comprehensive booklet detailing library services, contingent on available funding (FY'15 & on-going)

Actions

- Solicit advertisements from local businesses to defray printing and mailing costs

Objective

Utilize electronic means to keep patrons and residents informed of library information

Actions

- Ensure the webpage is continually updated and stale information is removed (FY'15 & on-going)
- Keep Brightboard in lobby up-to-date with current information
- Send email updates to patron list to inform of special library events, programs, and news. (FY'15 & on-going)
- Implement electronic resources such as "Bookletters" to enhance content and promote current topics and titles. (FY'15)

GOAL V

Expand the library's role as a commons / community center where Norfolk residents can come together.

Objective

In order to meet the demand for more meeting spaces, create more flexible spaces by dividing the main community room into two or three smaller group meeting areas through the use of moveable walls.

Actions

- Solicit proposals to see if this is a feasibility, given the configuration of the community room (FY'16)
- Solicit cost estimates (FY'16)
- Obtain funding (FY'17)
- Proceed with installation (FY'17)

Objective

Offer a robust series of programs & workshops that will appeal to adults of all ages

Actions

- Enlist the Friends to support programs of interest including a fall and winter series and adult summer reading programs. (FY'15 & on-going)
- Solicit patron input for topics of programs (FY'15 & on-going)
- Schedule programs (FY'15 & on-going)

Objective

Offer a targeted series of book and discussion groups for people with common interests.

Actions

- Solicit volunteers to facilitate groups such History Book Club, Great Decisions Discussion Group, etc. (FY'15 and on-going)
- Promote book & discussion groups (FY'15 and on-going)
- Continue groups on an on-going basis (FY'15 and on-going)

Objective

Sponsor a community read on an annual or bi-annual basis (FY15 & on-going)

GOAL VI

Leading edge technology supports the vision of the library, maximizing its resources and services

Objective

Continually evaluate new technology that will impact patron services and facilitate the best use of staff time (FY'15 & on-going)

Actions

- Identify a funding source for identified technology (FY'15 & on-going)
- Implement the new technology (FY'15 & on-going)
- Offer patron workshops on accessing library materials and services on their hand held devices (FY'15 & on-going)
- Offer information sessions on emerging technology, such as 3D printing (FY'16)
- Re-design library website for ease-of-use on mobile devices. (FY'16)

Objective

Continually evaluate software and databases that will enhance patron access to information (FY'15 & on-going)

Actions

- Identify a funding source for identified software / databases
- Implement the new software / databases
- Advertise the new service

GOAL VII

Adequate funding supports the mission and activities of the library

Objective

Work with Town Administrator, Town Finance Director, Board of Selectmen, and Advisory Board to advocate for sufficient funding to meet the evolving needs of the library.

Actions

- Educate town boards and public by presenting a report outlining library services and actions to demonstrate the library's value to the community. (FY'15 & on-going)
- Present cohesive budget request backed by supporting documentation. (FY'15 & on-going)

Objective

Establish supplemental funding sources to augment municipal funding.

Actions

- Investigate and seek grant sources and community partners (FY'16)
- Investigate establishing a targeted endowment (FY'17)

GOAL VIII

Library building and grounds are safe, attractive, and energy efficient to meet patron needs.

Objective

Complete the "café" atmosphere in the lobby when people can gather, relax and enjoy refreshments (FY'18)

Actions

- Extend granite flooring when carpet reaches end-of-life

Objective

Enhance entryway to the early childhood room by installing dimensional artwork that will capture the interest of children and invite them into their special room. (FY'17)

Actions

- Solicit design concepts

- Obtain cost estimate
- Secure grant funding
- Complete installation

Objective

Create a more lively space for ‘tweens and teens through the use of wall murals or other attractive artwork and specialized furniture. The youth services librarian will work with the Teen Advisory Board and Teen Friends of the Library for implementation of this project. (FY’17 & FY’18)

Actions

- Solicit design concepts for artwork
- Visit area libraries for ideas for teen furnishings along with catalogs
- Obtain cost estimate
- Secure funding
- Complete installation
- Decide on furnishings
- Obtain funding
- Order and install furnishings

GOAL IX

Library staff will be highly trained and knowledgeable about the latest developments in library service to best serve patrons.

Objective

Staff will have an opportunity to attend a minimum of one training session annually, according to the goals outlined in their individual review process. (FY’15 & on-going)

Actions

- Post training opportunities offered by SAILS, MLS, & other continuing education providers.
- Allocate funding for time and travel

PART IX
PLAN REVIEW AND REVISION

This plan has been developed to cover the next four years. Progress in meeting goals, as measured by achieving objectives and completing activities, will be evaluated by the library director and board of trustees on the anniversary date of the plan's implementation. This evaluation may result in the addition, deletion, or revision of objectives and activities in response to changes and new developments. At the end of four years, a new plan based on this one and with new and/or updated goals and objectives will be developed and implemented.

FY'15 – FY'18 Action Plan:

Actions for FY'15-FY'18 are highlighted in red in Section VIII : Goals and Objectives