

# Franklin Public Library Strategic Plan 2014 - 2019



**Approved  
January 27th, 2014**

## **Introduction**

In 2013, the Library Board of Directors initiated a strategic planning process to assess community needs. From March through May the Library conducted focus group interviews with parents of preschool and elementary school age children, mom's group, newcomers, seniors, staff, teens, the Friends Board and the Board of Library Directors. Printed survey forms were distributed at the library and an online version of the survey was made available on the Library website. Seven hundred and thirty residents participated.

## **Assessment of User Needs**

Focus groups participants and survey respondents described the facilities, collections and services they would like to see that are not either existing or are too limited in the present building. These needs are listed below.

### **Space Needs:**

- Variety of meeting facilities
- Flexible multipurpose space for programming
- Flexible floor seating for children and their parents or caregivers
- Inviting, open and welcoming entrances
- Separate and expanded tween/teen section
- Expanded computer area
- Space to allow separation for different uses
- Dedicated space for story hours
- Gallery and exhibit space
- Adequate space for research
- Areas for informal activities
- Lounge areas, coffee shop
- Greatly expanded collection space
- Greatly enlarged Children's Room
- Storage space

### **Programs:**

- Music performances
- Author visits
- More weekend programs – movie weekends
- Interactive kids programs
- Pottery programs
- Children's afternoon/evening programs
- More tween/teen programs
- Multi-age programs
- Astronomy & weather
- Robotics
- Tea party
- Wine & cheese event
- Exhibits/art shows

**Adults, how to programs:**

- Genealogy
- Database workshops
- Knitting workshops
- Gardening & lawn care
- Food Allergies & gluten free
- Antique appraisal
- Jobs - resume writing, interviewing skills
- Computer classes
- Language/culture groups

**Kid's room:**

- Add posters
- Themed displays
- Cute stuff
- Make area brighter & more colorful
- More toys & puppets
- Utilize patio off kid's room
- Improved children's shelving
- Tours

**Technology**

- Better WIFI
- Improve web site
- Better publicity
- Smart boards/interactive white boards
- More computers
- Laptops/ipads for patron lending
- Downloadable work stations for e-books
- Audio tour of Library
- Barcode scanners for smart phones and hand held devices

**Best way to inform:**

- E-mail
- Blog, facebook, twitter
- Web site
- Local newspapers
- Through schools
- Senior newsletter

**Suggestions for improving/enhancing Library services & facilities:**

- Ongoing library book sale
- Available staff upstairs
- Sunday hours
- More express lane self-checkout machines
- Improved collection - More language learning tools, e-books, educational games, DVDs, music CDs, audio-books, Blu-rays, bilingual books, more large print books, add ipads/ipods, kindles & nooks to circulation collection
- Better signage
- Better lighting
- Public bathrooms/ more bathroom stalls
- Electric fireplace
- Better acoustics
- Improved kids play area
- Community partnerships
- Colorful and inviting building
- PA system
- Locked display cases
- Floor plan to distribute to patrons

From these, the Board selected seven service priorities from which the goals, objectives and actions were created. This plan will guide the allocation of Library resources and decision making through 2019. It addresses space needs and outlines service delivery strategies that would improve the Library's physical environment, be more convenient for visitors and would allow the Library to operate more cost efficiently and cost effectively. The plan will be reviewed regularly and updated as needed.

We would like to thank the Franklin Master Plan Committee and the focus groups participants and all residents who completed the survey.

## **Service Priorities**

### **Be an informed citizen: Local, National, and World Affairs**

Residents will have the information they need to support and to promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to participate fully in community decision making.

### **Celebrate Diversity: Cultural Awareness**

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

### **Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

### **Satisfy Curiosity: Lifelong Learning**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

### **Stimulate Imagination: Reading, Viewing, and Listening for Pleasure**

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

### **Succeed in School: Homework Help**

Students will have the resources they need to succeed in school.

### **Visit a Comfortable Place: Physical and Virtual Spaces**

Residents will have safe and welcoming physical places to meet and to interact with others or sit quietly and read and will have open and accessible Virtual spaces that support networking.

## **Franklin's Community Vision**

“To be a vibrant community that supports the arts, non-profit organizations, higher education and businesses in an atmosphere that allows growth and prosperity while at the same time conserving our heritage, natural resources, and history. We will build on and celebrate our uniqueness as a community and maintain the quality of life that is a strength and competitive advantage.”

## **Franklin Public Library Vision**

Franklin Public Library strengthens the Town of Franklin’s culture of learning, innovation and engagement.

## **Franklin Public Library Mission**

Franklin Public Library is the center of learning, knowledge, discovery, growth and entertainment for a diverse and inclusive community.

## **Values & Guiding Principles**

### **Access**

We are open and free to all and provide equal access to an extensive range of information and resources.

### **Service**

We commit ourselves to excellence, bring the highest possible level of responsiveness and flexibility to library services and functions and strive to provide positive library experiences for our patrons.

### **Knowledge**

We are inspired by the transformative power of information and encourage the continuous pursuit of knowledge, discovery and life-long learning.

### **Growth**

We are open to creative ideas and embrace innovative ways to adapt the Library to the changing needs of the community.

### **Stewardship**

We are committed to the prudent management of our resources, strong, ongoing financial planning, sustainability and environmentally sensitive systems that support the attainment of our mission.

**Community**

We celebrate cultural diversity, establish connections, and create a welcoming environment that encourages individual study, partnerships and social commitment.

**Passion**

We honor and preserve our unique history and traditions and are ardent in providing full library services to all our patrons.

## **Goals, Objectives, Activities**

**Goal 1:** Franklin Public Library serves as an anchor of the community, a facilitator of public discourse and civic engagement, the place where ideas are created, discovered and shared.

### **Objective A:**

Establish the library as a civic focal point and community hub.

Actions:

- Convene at least four civic conversations annually where neighbors can discuss town, community, and national issues. 2014-2019.
- Promote use of meeting room for programs that are free and open to the public. 2014.
- Increase the hours of operation to include Sundays. September 2014.

### **Goal 1: Indicators of success:**

Meet action deadlines.

**Goal 2:** The Library functions as a community advocate with programs and services that celebrate its unique history and heritage and promote an appreciation and understanding of the heritage of others.

### **Objective A:**

Present events and exhibits focusing on Town of Franklin's diversity, culture and history.

Actions:

- Present at least four exhibits and monthly concerts featuring local artists. Annually.
- Promote local authors in a variety of media. Ongoing.

### **Objective B:**

Conserve, preserve, digitize and promote physical and virtual collections and artifacts that showcase local history and achievements.

Actions:

- Digitize local history materials in partnership with municipal departments and organizations. Ongoing.
- Conduct one genealogy workshop. Annually.

- Launch a genealogy club. January 2015.
- Publicize genealogy database and local history resources. Ongoing.

**Objective C:**

Deploy a systematic approach to partnering and outreach to maximize library resources.

Actions:

- Seek funding for a Community Outreach/ English as a Second Language Librarian. 2016.
- Develop target programming to reach new audiences. Ongoing.

**Goal 2: Indicators of success:**

1. Meet action deadlines.
2. The Library coordinates a continuum of programming for all ages in the library and community venues. Monthly
3. The Library develops and supports at least five partnerships a year that ensure community engagement and input. Annually.
4. Franklin Sentinel, Franklin Register and Franklin High School yearbooks are digitized and available online. December 2015.

**Goal 3:** The Library provides Franklin residents with state-of-the-art technology and high-speed access to the digital and online world and assistance navigating new technology, exploring new formats and experimenting with innovative devices.

**Objective A:**

Work closely with the Minuteman Library Network and the Town of Franklin's Information Technology department to ensure that the Library's technology infrastructure is efficient, up-to-date and sustainable.

Actions:

- Perform a full assessment of system capacity and review of Network and server hardware, software and configurations. Annually, December.

- Evaluate wireless access points and install additional devices. December 2015.
- Implement wireless printing. January 2015.

**Objective B:**

Explore and implement new models for improving information access and delivery.

**Actions:**

- Monitor developments in delivery of e-books, digital audio and video, and other digital formats. (e.g. Mass eBook Project, Hoopla video and music, Midwest Tapes video and music, Zinio e-delivery of periodicals, Minuteman Library Network). Quarterly.
- Improve, update and simplify the library's web site and online delivery tools. Biannually.
- Evaluate and assess opportunities to include emerging technology into service delivery. Quarter 1 (Q 1).
- Improve computer services to include adaptive technology and media. 2015.
- Offer four or more instruction programs to assist library patrons in developing their information and technology skills. Annually.

**Objective C:**

Improve library productivity by incorporating new tools and technology strategies for the most efficient and cost-effective delivery of library services.

**Actions:**

- The Assistant Director develops annual reports for technology needs and upgrades and presents to the Board. Annually, October.
- Identify options to improve the technologies and processes used to locate and circulate materials in ways that make services and collections more accessible and intuitive to the public. Annually.
- Install barcode scanners for mobile devices. July 2014.
- Use social media to highlight and promote access to Library materials and services. Monthly.

**Objective D:**

Evaluate, identify and provide training opportunities in alternate formats to staff.

**Actions:**

- Determine methods of training delivery that will best meet the needs of staff. Ongoing.
- Provide training workshops using different media to all staff. Ongoing.

**Goal 3: Indicators of success:**

1. Meet action deadlines, including periodic review of ongoing action items.
2. Following a technology presentation by the Assistant Director, the Board prioritizes needs for the upcoming fiscal year. Annually, October.
3. Evaluate the Library website. December 2015.
4. Offer training options (e.g. workshops, webinars and job-relevant training offered through the Minuteman Library Network, MBLC, Town of Franklin and conferences). Ongoing.

**Goal 4:** Awaken and nurture the community's love of reading and passion for learning and personal growth.

**Objective A:**

Build community around books in all formats.

**Actions:**

- Employ a variety of methods to introduce readers to new books and opportunities for people to join conversations about books and culture.
- Update the Franklin Public Library Collection Development Policy. September 2014.
- Continue to use effective collection development tools, Minuteman Library Network circulation statistics reports and purchase alerts, inter - library loan requests of Franklin residents, to analyze collection use and trends and tailor purchases accordingly.

- Purchase new high - demand fiction and nonfiction in various formats.
- Expand community open houses with monthly book sales and a cultural component.
- Continue the annual community - wide reading program.
- Launch a summer book discussion for adults. Summer 2014.
- Facilitate a community book review online. June 2014.

**Objective B:**

Develop relevant and inspiring collections that meet the community's evolving needs and expectations. 2014-2019

Actions:

- Conduct an annual patron satisfaction survey. Q1, Q2.
- Respond to the changing ways in which the community experience books, gather information and create content. Q3.
- Budget for growth and the expansion of specific collections so that materials purchased reflect community needs. Q4.

**Objective C:**

Strengthen the Library's contribution to the education of Franklin's youth.

Actions:

- Develop resources that support school curriculum through collaborative relationships with educators.
- Ensure every teacher and school administrator is aware of the Library's ability to provide students with homework assistance, access to technology and diverse collections.

**Objective D:**

Develop a comprehensive approach to library programming for all ages by establishing a calendar of programs including base programs (e.g. storytimes, special vacation week programs, cultural programs) and accompanying budgets and target audiences. Annually, December.

**Goal 4: Indicators of success:**

1. Meet action deadlines.
2. Facilitate a community book discussion online. June 2014.
3. Add two new library programs. Annually.
4. Ninety percent or more of survey respondents express satisfaction with library collections, programs and services. Annually.

**Goal 5:** Visitors to the Library will have meaningful experiences in a comfortable, functional, inviting and accessible facility.

**Objective A:**

Expand and renovate the Library to address compliance issues and to respond to increased demand for library services and community space.

**Actions:**

- Work with the Town Administrator and elected officials to secure funding for a renovation/expansion project. 2014.
- Plan for library renovation and expansion to bring the building up to code and to address space issues (e.g. ADA, MEP, bathroom fixtures, acoustics). 2014-2016.
- Provide meeting and program space that is equipped with state-of-the-art technology and available for public use during and after library hours. 2016-2017.
- Provide flexible and creative tween and teen spaces. 2017.

### **Objective B:**

Improve clarity and safety in navigating the building.

#### **Actions:**

- Implement interior signage throughout the building to improve clarity and appearance. June 2014.
- Review and update safety, disaster, emergency response plans. Annually, Q2.
- Review, evaluate, and revise strategic plan. Annually, Q3.

### **Objective C:**

Employ creative space planning to make the Library building welcoming, flexible and responsive to patron needs.

#### **Actions:**

- Review, assess, modify and improve the physical layout of furniture, fixtures, and equipment in the Reference/Reading Room and Children's Room. June 2014.
- Relocate public computers with the assistance of the Information Technology and Facilities Departments. January 2015.
- Conduct functional assessments of Library spaces for optimal use and welcoming experience (Beautification Committee). June 2014 - June 2019.
- Display library materials to reflect community interest and to increase use of collections. Monthly.

### **Goal 5: Indicators of success:**

1. Beautification Committee reviews space allocations, physical appearance and furnishings and makes recommendations to the Board. Annually, June 2014-2019.
2. Ninety percent or more of survey respondents agree that Franklin Public Library is accessible, clean and welcoming with flexible spaces to accommodate a range of work needs and styles, technology, programs and age groups. Annually.

**Goal 6:**

The Library continues to seek financial opportunities and innovative funding streams to attain the long-term fiscal viability of the institution.

**Objective A:**

Explore new revenue opportunities.

Actions:

- Strategize with the Friends and other fundraising organizations to create new additional fundraising opportunities. Annually.
- Apply for at least one grant to meet programming and service goals. Annually.
- Adopt policies that foster efficiency, cost-effectiveness and sustainability. Q1.

**Objective B:**

Maintain a robust level of volunteer support.

Actions:

1. Establish, maintain and expand a diverse and active volunteer base through collaboration with municipal and community groups. Ongoing.