

# Grafton Public Library Long Range Plan 2011-2015

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## **Mission Statement**

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain. At the Grafton Public Library residents will find a place to come together to share interests, ideas and experiences.

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## User Needs

Grafton, a once rural town, is an increasingly suburban community. Between 2000 and the present it grew by more than twenty percent, from just under 14,900 to more than 18,000. Population growth was spurred by an influx of young families moving into new developments. Grafton's population is, on average, 35.5 years old, slightly younger than the state average of 36.5. Economically, Grafton is increasingly well off. Average household income, \$78,258 in 2008, was nineteen percent above the statewide average. Property values nearly doubled from 2000 to 2008 but at \$354,194 were virtually equivalent to the statewide average of \$353,600. It has become a progressively more educated community. In 1990, 33 percent of residents over twenty-five had a college degree. In 2000, the last year for which census data is available, the figure was 43 percent.

The needs identified by the library's planning committee reflect the desires of a growing, well-educated and reasonably prosperous community. It looks to its library to provide opportunity to stay abreast of changes in society and culture. It wants its library to keep pace with information technology and be a source of information and guidance. It wants its library to provide opportunities for personal development and access to more than "what can typically be found in Borders". Residents also want their library to be a place to interact with their neighbors.

## Facilities

The Grafton Public Library was built in 1927 to serve a town of 7,000. That it is no longer adequate is reflected in the desire expressed in focus groups for larger collections with more variety of subjects and media. Residents also voiced a desire for spaces for meetings and performances as well as exhibits and displays that are not available in the present building. A frequently expressed concern is the lack of accessibility.

## Collections

Grafton's population is in general well informed about the world around them. They want to stay that way. The Grafton Public Library should offer larger collections with more variety of subjects and media. The library's patrons want the library to expand their horizons. Access to material not commonly available elsewhere is important. Access to the collections of other libraries through C/WMARS is highly valued.

## **Services**

Recent changes have sparked increased use of the services of the Grafton Public Library. The library became a member of C/WMARS in 2006, and usage has increased 40 percent. Prominent displays, weeding and efforts to purchase new titles in adequate numbers have played a role as well. The public has clearly responded to these improvements in service, and expects the library to maintain its traditional services. Adding fresh and timely new material to collections remains a priority. Services to children and young adults are, also, a major priority.

The public also looks to the library to provide access to information available in a variety of new media with up-to-date information technology. The public also wants the library to provide ways for individuals to become knowledgeable about current and emerging information technology. A desire for greater awareness of library resources and services was mentioned, which the library should address with instruction and publicity.

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## Goals and Objectives:

### Goals: Lifelong Learning

**Goal: Young children's reading readiness, reading skills and enjoyment of reading will be stimulated by attractive and engaging books and other media, story times, and programs.**

**Goal: Students and adults pursuing continuing or resumed education will successfully complete assignments using materials and services of the Grafton Public Library.**

**Goal: Adults and children will successfully pursue personal interests and activities using the resources, assistance and programs of the library**

**Goal: In an expanded library users of all ages will choose from a larger selection of material appropriate to their personal development needs.**

### Objectives: Lifelong Learning

**By 2015, in an expanded library, per capita circulation will equal the median for Massachusetts communities of 15,000-25,000.**

**Circulation per capita will increase 3% annually.**

**The average number of reference questions will increase 3% annually.**

**By 2015 the number of reference questions answered per capita will exceed that of 33% of Massachusetts communities of 15,000-25,000.**

**The Grafton Public Library will offer library instruction programs in 2011.**

**The number of places filled in the library's reading enrichment program will exceed 90%.**

**The Grafton Public Library will offer 10 programs for adults in FY 2011.**

**Attendance and/or number of programs offered will increase by 10% annually.**

**The Grafton Public Library will offer 15 more story time sessions each year.**

**Attendance at story times will increase by 10% annually.**

**A majority of library users surveyed will say the Grafton Public Library satisfactorily meets their lifelong learning needs by the end of FY 2012.**

**By 2015, an expanded library will provide full accessibility to library services and collections.**

**By the end of 2015 the library will have an accessible entrance and provide alternative means of access to inaccessible collections.**

**The Grafton Public Library will provide assistive software for visually handicapped users of public access computers in 2011.**

### **Goals: Information Literacy**

**Goal: In an expanded library community members will find sufficient resources to use electronic resources to readily obtain useful information.**

**Goal: Information seekers will be able to assess the accuracy and authority of electronic information.**

**Goal: Members of the community will be aware of all resources available to them (in all formats) as patrons of the library.**

### **Objectives: Information Literacy**

**Use of online information resources will increase 5% percent each year**

**Use of print resources will increase 3% each year.**

**Public computer use will increase 5% annually.**

**Five or more instructional /promotional guides will be created or reviewed and updated annually.**

**In 2011 the library will offer monthly instructional workshops promoting information literacy.**

**Attendance at workshops offered on electronic resources will increase.**

**Workshop attendees' evaluations of workshops will express satisfaction with the contents and overall learning experience.**

**Patrons' self-assessed levels of competency and satisfaction measured in annual surveys will increase.**

## **Goals: Current Topics and Titles**

**Goal: In an expanded library users of all ages will enjoy a wider selection of current bestsellers and other popular titles.**

**Goal: Residents will gain greater understanding and/or awareness of contemporary events and issues from programs and exhibits at the Grafton Public Library**

**Goal: Readers will obtain books and other materials, in timely fashion, to read, study or use in pursuit of individual interests.**

**Goal: Patrons will read and learn about contemporary issues and events through access to information presented in a wide variety of titles and formats.**

**Goal: The public will be exposed to new and currently popular titles on a regular basis, and will obtain current titles in a reasonable amount of time.**

## **Objectives: Current Topics and Titles**

**New material circulation will increase 3% annually.**

**The number of new items added annually will increase by 2%.**

**Patron use of holds will increase 3% annually.**

**Waiting lists will not exceed three patrons per copy.**

**When surveyed, a majority of users will say receipt of material is timely.**

**When surveyed, a majority of users will say they are successfully able to obtain currently popular books, videos and other media at the Grafton Public Library.**

**By 2015, in an expanded library, the Grafton Public Library will offer weekly programs for adults.**

## **Goals: Commons**

**Goal: Community organizations and groups will come together in meeting space(s) of the Grafton Public Library.**

**Goal: Community members will meet at the Grafton Public Library to share ideas and work collaboratively on matters of mutual interest.**

**Goal: Community residents will learn about and share with one another ideas and experiences of mutual interest using resources, programs, services and facilities of the Grafton Public Library.**



**Goal: The community at large will find the library a primary gathering place to attend community meetings, lectures, and cultural events.**

### **Objectives: Commons**

**The Grafton Public Library will present at least 6 informative programs for adults each year.**

**The Grafton Public Library will present 2 author/book-related programs for adults each year.**

**The Grafton Public Library will present 4 performance/entertainment programs for adults each year.**

**By 2015, in an expanded library, yearly attendance at book discussion meetings will exceed 250.**

**By 2015, in an expanded library, groups of up to 150 will use the meeting spaces of the Grafton Public Library to meet and work together.**

**The number of groups meeting at the Grafton Public Library will increase by 20% annually.**

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## Grafton Public Library Action Plan January 2011 to June 2012.

The following activities will support the library's goals for serving patrons' desire for popular literature and music and for information about contemporary events and trends. **(Current Topics & Titles)**

### Activities Serving all Ages:

Continue to acquire and maintain diverse new and/or popular books, periodicals and audiovisual and digital media that address patrons' desire to read popular literature and to be informed about contemporary events and trends. Staff will:

- Continue to order new books and other media sufficiently frequently to assure new material is consistently available on a timely basis.
- Consult review journals, e.g. *Booklist*, *Library Journal*, etc., and order predictably popular titles prior to publication in order to have new titles available upon publication.

Continue to create changing displays of books (and other media) drawing patrons' attention to interesting, new, or popular items in library collections. Staff will change displays of new items, material on popular topics, program related themes, staff or patron favorites, etc. at least monthly.

Continue to maintain on the library's web site:

- A calendar of programs offered at the library
- Listing of new books, videos and audio-books

Continue to provide patrons with access to the resources of libraries across Massachusetts through full membership in C/WMARS.

- Prepare for C/WMARS migration to Evergreen ILS.
  - Continue to monitor C/WMARS information about development of new system.
  - Participate in training, as offered by C/WMARS.
  - Begin using new system in October 2011. (date tentative)

Offer regularly scheduled instruction explaining use of the online catalog, the Internet and other online resources to locate and obtain desired information, books and other material, beginning in January 2011.

Plan for expansion of the library that will accommodate larger collections and provide more display space and meeting rooms:

- Prepare and submit application for a Mass. Public Library Construction Program grant by January 22, 2011.
- Secure Town Meeting approval for library expansion and permission to apply for, accept and expend grant funds by June 16, 2011.
- Secure town funding for local share of construction costs by January 2012.
- Complete design development for expansion project by March 2012.
- Identify alternative location for the Grafton Public Library's operations by May 2012.

Review the long range plan and revise the library's action plan annually, in September.

### **Activities Serving Children:**

Continue Summer Reading, annually June through August.

### **Activities Serving Young Adults:**

Continue to provide staff with opportunities to learn about emerging media and technology at workshops and conferences.

Expand, as possible, high interest formats, e.g. graphic novels, electronic games, etc.

- Investigate patron demand for and cost, space needs, and circulation policy issues of creating an electronic games collection by March 2011.
- If feasible, establish an electronic games collection by July 2011.
- Continue to offer a variety of programs and events for young adults.

### **Activities Serving Adults**

Continue to give individual instruction, and by January 2011, begin regularly scheduled instruction explaining use of C/WMARS' online catalog and associated features to facilitate patrons' ability to obtain desired information, books and other material.

Provide patrons with more well-informed readers' advisory service.

- Identify and assemble a collection of print and online readers' advisory resources for use by staff.
- Engage a trainer to plan and conduct a one-day staff development workshop on readers' advisory service.
- Schedule and obtain Board of Trustees' approval of one day library closure for workshop.
- Train staff to be more effective readers' advisors.
- Continue to provide staff with opportunity to learn about emerging media and technology at workshops and conferences.

### **Activities Serving Older Adults**

Continue to provide home delivery of library material to homebound patrons

Continue to give individual instruction and by January 2011, begin regularly scheduled instruction explaining use of the online catalog and associated features to facilitate patrons' ability to obtain desired information, books and other material.

Provide patrons with more well-informed readers' advisory service.

- Identify and assemble a collection of print and online readers' advisory resources for use by staff.
- Engage a trainer to plan and conduct a one-day staff development workshop on readers' advisory service.
- Schedule and obtain Board of Trustees' approval of one day library closure for workshop.
- Train staff to be more effective Readers' advisors.

### **The following activities will support the library's goals for serving patrons' Lifelong Learning needs.**

#### **Activities Serving all Ages:**

Continue to maintain attractive and interesting collections of books, periodicals and audiovisual and digital media.

- Weed book collections annually and audiovisual collections quarterly to keep material current and appealing and to accommodate new acquisitions.
- Select, order, catalog and prepare for circulation: 3200 new books, 350 new audio recordings and 250 new video recordings in FY 2011.
- Document collection development criteria for print and other media reflecting the above by July 2011.
- Select, order, catalog and prepare for circulation: 3300 new books, 360 new audio recordings and 260 new video recordings in FY 2012.

Continue to provide patrons with ready access to the resources of Massachusetts' public libraries by participation in C/WMARS.

- Staff will continue to promote use of patron-placed holds and ILL through handouts, posters and user instruction.
- Staff will learn about operational and procedural changes resulting from migration from III Millennium ILS to new Evergreen ILS by October 2011, or when transition to new system will occur.

Continue to provide links from the Grafton Public Library's website to digital resources available online.

Annually, survey patrons' level of satisfaction with the library's collections and also determine the scope of their lifelong learning needs and interests.

Review the long range plan and revise the library's action plan, annually, in September.

## **Activities Serving Children:**

Expand story hour programs by:

- Adding sessions on Tuesday and Thursday mornings by January 2011.
- Initiating story time outreach service to community day care centers by March 1, 2011.
- Creating “drop-in” (i.e. no registration needed) story times by July 2011.
  - Survey patron interest in afternoon, evening or Saturday drop-in story hours by April 1, 2011.
  - Recruit and train volunteer story hour presenters for drop-in sessions by May 31, 2011.
  - According to demand, schedule drop-in story times, June 2011.
  - Promote drop-in story times, June 2011.

Continue to present three to four six week sessions of PAWSing to R.E.A.D., the library’s reading enrichment program for six-to-nine-year-olds, annually.

Continue Summer Reading, annually June through August.

Provide expanded offerings of educational software and other media, e.g. games and other instructional software by June 2012.

- Research potential alternative funding sources by July 2011.
- Secure funds by November 2011.
- Include appropriate additional funding in FY 2012 budget request.
- Select, order, catalog and prepare new material for circulation, beginning January 1, 2012.

## **Serving Young Adults:**

Continue to plan for an expanded library that will accommodate expanded collections for young adults and have places for young adults to socialize and engage in both quiet study and group study projects.

Schedule more programming on various topics of interest to young adults, based on patrons’ expressed needs.

- Ask patrons what program topics they would attend by February 15, 2011.
- Identify appropriate presenters.

## **Serving Adults**

Continue to facilitate patrons’ lifelong learning by:

- Continuing to post information about area learning opportunities.
- Creating website links to information about continuing/resumed education opportunities by June 2011.
- Holding public training in online catalog use, Internet access and online database searching.

Schedule more programming on various topics of interest to adults, based on patrons' expressed needs.

- Ask patrons what program topics they would attend by February 15, 2011.
- Identify appropriate presenters.

### **Serving Older Adults**

Continue home delivery service to homebound patrons.

Hold public training in online catalog use, Internet access and online database searching.

### **The following activities will support the library's goals for patrons' Information Literacy needs.**

#### **Serving All Ages:**

Continue to provide links from the Grafton Public Library's website to online digital resources available

- Continue to supplement databases provided by the Mass. Board of Library Commissioners, Mass. Library System or C/WMARS by subscribing to additional online databases, e.g. Reference USA, World Book Online, Lands & Peoples, etc.
  - Assess usage and value of current database subscriptions, April-May 2011.
  - Renew and/or enter new subscriptions, July 2011.
  - Re-assess usage and value of current database subscriptions by September 2011.
  - Include funding for any additions in FY 2013 budget request, December 2012.
  - Publicize new services and resources that utilize new information technology provided through the Grafton Public Library, as added.
- Continue to provide the public Internet access to online digital information and resources.
- Continue to provide access to up-to-date information technology for the public.
  - Upgrade public Internet access PCs by September 2011.
    - Include funding in FY 2012 budget request.
    - Write specifications and order new equipment, June-July 2011.
    - Replace public internet access PCs, September 2011.

Begin training patrons in online catalog use, Internet access and online database searching by January 2011.

### **Serving Children:**

Continue providing individual bibliographic instruction, as needed.

### **Serving Young Adults:**

Continue providing access to emerging information technology.

- Continue to use Facebook, social media and/or other similarly appropriate options to publicize YA events and new material.
- Continue adding relevant media to young adult collections, e.g. Playaways.

### **Serving Adults and Older Adults**

- Provide access to emerging information technology.
  - Begin circulating books on e-book readers by May 2011.
    - Research and evaluate e-book reader alternatives by February 2011
    - Secure funds and purchase selected devices by March 2011
    - Train staff to use and explain use of devices by April 2011
    - Write circulation regulations by April 2011
    - Circulate e-book readers to the public, May 2011.

**The following activities will support the library's goals for serving patrons' desire to find at the library a meeting place at which to share ideas, experiences and interests. (Commons)**

### **Serving all Ages:**

Continue planning for an expanded library that will be a place where Grafton residents will study and work together and share ideas, interests and experiences.

Continue posting announcements of community events and town government notices on library bulletin boards.

Continue to schedule programs that will engage, stimulate and inform community members of all ages.

# Grafton Public Library Long Range Plan 2011-2015

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## Planning Methodology

When the Grafton Public Library recognized its ten year old long range plan was no longer useful, steps to create a new one began. Chosen as a planning model was the process described in *The New Planning for Results: a Streamlined Approach* by Sandra Nelson. The process as outlined and adapted called for forming a planning committee to assess community needs, identify appropriate service responses and draft a mission statement. Library staff would then review the committee's work and refine the mission statement, draft goals and objectives, and identify activities that would assist achieving the goals and objectives. Finally the new long range plan would be written, reviewed by staff and ultimately approved by the Grafton Public Library Board of Trustees.

The planning committee was formed by asking the library staff and trustees to suggest stakeholders who would be able to contribute to a wide ranging discussion of how the public library should serve the town of Grafton. From a list of more than four dozen names twenty were chosen to be invited to participate. They were chosen to represent as complete a cross section of Grafton as possible. Included were library users, senior citizens, parents, community leaders, school librarians, businessmen, and town officials.

To facilitate meetings it was decided to engage a consultant familiar with the process. Barbara Friedman was hired to fill that role, and to serve as a neutral recorder of the views expressed. She conducted a series of meetings in which the planning committee evaluated the strengths, weaknesses, opportunities and threats of Grafton and the library. She also guided them through a forced choice exercise in which the committee gauged the relative importance to the Grafton community of each of the service responses presented in *The New*



*Planning for Results.* Finally, Barbara Friedman reviewed and summarized the results of four focus groups conducted a year earlier in conjunction with writing of the building program for a new library.

Services responses Lifelong Learning, Current Topics and Titles and Information Literacy stood out as clear priorities. A fourth, Commons, was part of a group of secondary priorities and was a primary concern expressed in the earlier building program study. These four areas were selected to be the focus of the long range plan.

The information generated by the planning committee was shared with the library staff. It was asked to write goal statements according to the model outlined in *The New Planning for Results*. The statements that were suggested were then reviewed, discussed and condensed into statements of goals and objectives for each service response. A similar process was used to create objectives. This preliminary list of possible goals and objectives, which would be revisited and further refined later, was used to generate appropriate activities.

In the summer of 2010 the staff reviewed work to date. They identified suggested objectives that had been achieved and activities that had already taken place were deleted or modified. Following the review, the staff resumed identification of appropriate activities and compiled an extensive list. These were grouped with their corresponding goals.

The staff's suggestions were then used by the library director to draft a plan spelling out goals and objectives for the next five years and activities incorporated in an action plan covering period through the end of FY 2012. The plan will be reviewed each year in September to prepare an action plan for succeeding fiscal years.

The draft plan was reviewed by staff and the Board of Trustees. Corrections were incorporated and the final version of the plan was given to the Board of Trustees for approval.

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## Approval of the Board of Library Trustees

At a meeting held on September 29, 2010 the Grafton Public Library Board of Trustees voted to approve the *Grafton Public Library Long Range Plan 2011-2015*.

\_\_\_\_\_ September 29, 2010

Judith Meichelbeck, chairman  
Grafton Public Library Board of Trustees