



Strategic Plan 2014-2016

INTRODUCTION

In March 2013, the Edgartown Free Public Library Board of Trustees began the process of developing a new long-range plan. A planning committee of community and library representatives was formed to guide the process with priorities and vision concepts. Three focus groups were hosted, Council on Aging, Edgartown School, and Library Stakeholders. A survey was developed that was widely available for residents in the library, on the library website, and through email. Over 700 community members participated by submitting a community survey. Next, staff met to discuss survey results and develop an implementation plan.

The full strategic plan was adopted by the board of trustees on January 16, 2014. This plan was shared with the Massachusetts Board of Library Commissioners and the Town of Edgartown in January 2014.

Each fall the Director, with staff input, will update the Trustees of the progress of the plan and a new action plan will be developed. The action plan for the first two years is included in the detailed plan in these pages.

The Edgartown Free Public Library owes much gratitude to the people of Edgartown for their support of the Library and for their love of books in its many forms. This plan was community driven, by the people and for the people. **Thank you.**

Strategic Planning Committee:

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Vision

Our vision is that the library will be the place where community happens—the center of the Edgartown community.

We are a valuable community resource. We embrace the rich heritage and vibrant future of our community. We aspire to be the best possible library and community center for Edgartown. Community needs drive our services and we take a personal interest in ensuring that they are delivered in a welcoming, accessible, and responsible manner.

We are agile and innovative in how we deliver services; we support staff learning and want our library to be a great place to work; we are excited about the possibilities and opportunities that the future holds for us; we share common goals and always strive for excellence; staff are dedicated, welcoming, professional and always strive to meet or exceed users' expectations.

Mission

Enhancing our quality of life by connecting people with resources, information, and each other.

READ ● **ENRICH** ● **CONNECT** ● **INSPIRE** ● **LEARN**

We create opportunities to read, enrich, connect, inspire, and learn by:

- Encouraging the discovery of new ideas and lifelong learning
- Providing materials and programs that entertain and inspire
- Offering comfortable spaces for people and ideas to come together
- Ensuring freedom of access to information
- Offering a broad selection of resources in multiple formats
- Embracing and helping the communicate navigate new technology
- Coordinating closely with the community partners serving youth and seniors
- Creating a safe, family-oriented, all-encompassing campus for children
- Supporting the information needs of K-12 students
- Providing early literacy programming to help prepare young children for school
- Seeking regular input from our community
- Promoting and creating a culture of diversity and understanding.
- Providing information that represents different viewpoints and engaging the community in civic discourse on important community issues
- We are committed to excellent service and stewardship of the physical and financial assets entrusted to the library.

Service Priorities

1. **RESOURCES** - The Library will provide collections, programming opportunities, and services designed to meet the current and future needs of our diverse community.
2. **HISTORICAL & CULTURAL PRESERVATION**- We safeguard and celebrate Edgartown's rich heritage by providing rich physical and virtual access to local history and special collections. We are lead steward, collector, collaborator, educator, and communicator of Edgartown's unique history, art, people, and cultural identity.
3. **COMMUNITY ENGAGEMENT**- We foster discovery, reading, thinking, conversing, civic engagement, teaching and cooperative learning; we are a vibrant "place" for individuals in the community to come together, to learn independently and together- year-round.
4. **VISIT A COMFORTABLE PLACE: PHYSICAL AND VIRTUAL SPACES**- We continuously evaluate and change our physical spaces to meet changing needs; we ensure they are member friendly, easy to use, accessible, and green; our days/hours will meet the needs of the community
5. **TECHNOLOGY & INFORMATION LITERACY**- We build strategic relationships with community partners to maximize public access to current and emerging technologies, high speed Internet wireless access, technology resources, education, and services provided to the community
6. **CHILDREN AND TEENS**- The Edgartown Free Public Library fosters the love of reading and skills in critical and creative thinking among children and teens- from early literacy through mature readership- by offering engaging services after-school and during the summer, that provide academic support and intellectual growth.
7. **SUSTAINABILITY & ORGANIZATIONAL EXCELLENCE**- We practice sound, sustainable financial planning and management and we are dedicated to making our library the best it can be, thru active employee participation and professional development, community feedback, and partnerships that enrich services, expand outreach, and leverage public investment through private support.

General Impressions

The planning process was community driven with nearly 700 participants. Some recurring themes emerged. These were the themes which drove the ultimate strategic goals.

Services for Teens: Teens use the library differently from adults or children. The new library has plans for a separate space that is developmentally appropriate for this age group (Middle School, early High School). We recognize that teens need a supportive, welcoming, comfortable place to hang out and express themselves, and develop relationship with staff who over time can introduce books and other opportunities. Feedback from students and parents indicates the need for more casual, drop-in, patron driven experiences than those for other age groups.

“It would be nice to see a volunteer program for children from the Edgartown School to participate in once the new library is completed.”

Integration of Technology: The Edgartown Free Public Library uses technology to communicate between locations, share ideas, and engage in meaningful social-media based dialogue with patrons. Technology is a means to share information. The Edgartown Library Staff will continue to experiment with new software and devices, and then host

“A self check-out machine would be great!”

individualized training sessions. Patrons would like to see more communication via electronic channels. This will be efficient, cost effective, environmentally friendly, and consistent with patron preferences indicated in our survey.

Many patrons are comfortable with technology and would like more self-service options.

“I can not say enough about the people at the front desk. They are helpful, cheerful, courteous- I always walk out of the library feeling great!”

Simplicity/Quality of Life: Edgartown residents choose to live, vacation, and enjoy life here. They are drawn to Edgartown for the simplicity and high quality of life. At the library, we are mindful and support these ideals.

We value our staff: Edgartown Library staff are highly trained and valuable. Our people are our most valuable resource. Participants overwhelmingly noted their love and praise the library and staff for all they do.

After-school programming: There is a need for more extensive, high quality afterschool programming; in partnership with the Edgartown School and Martha’s Vineyard Boys & Girls Club.

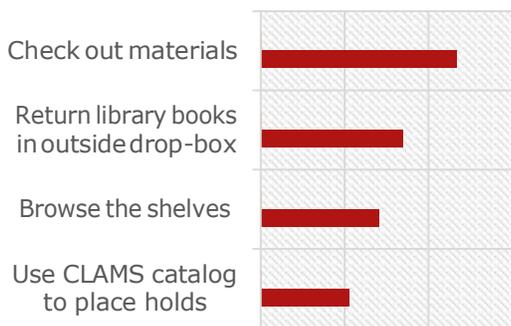
“Homework club for after school with tutors for children. Math competitions & incentives for academic competitions for children that encourage higher learning.”

Our collection is valued: The community values our collection. Space constraints are hindering our ability to provide multiple copies, when our summer

“When I say I visit the library, some of the visits are online for kindle books. I would like to see an expansion of the available titles for kindle download.”

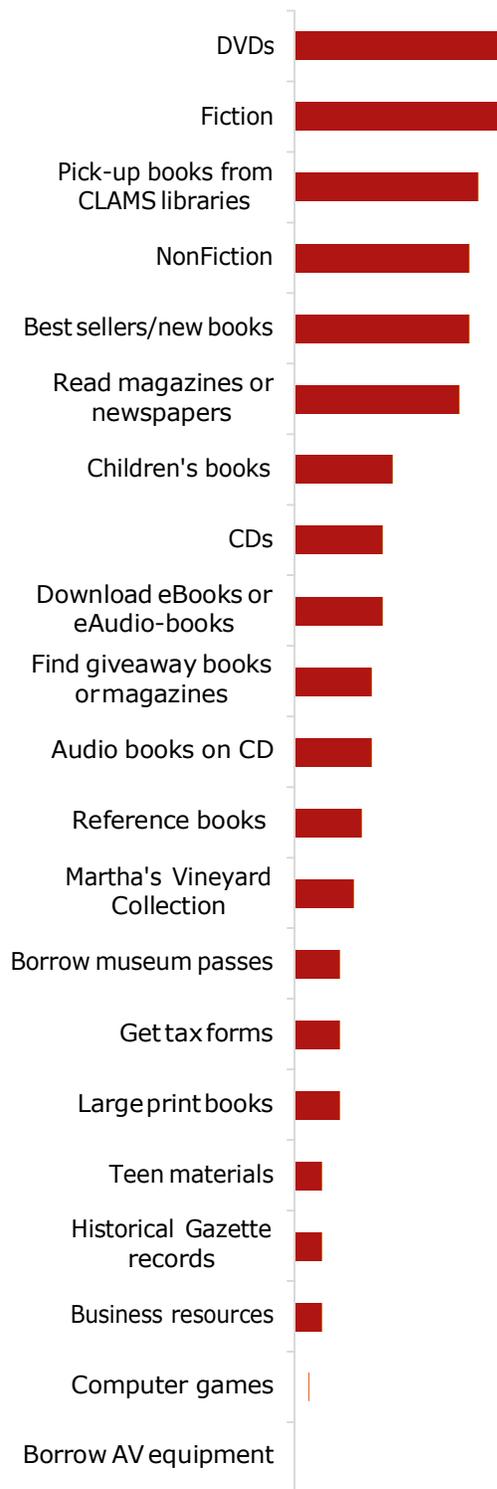
population joins the Island. We will address this in our new location. Digital media usage has more than doubled. It will be important to invest in a diverse digital collection and website to provide easy accessibility and discoverability.

Borrowing Habits

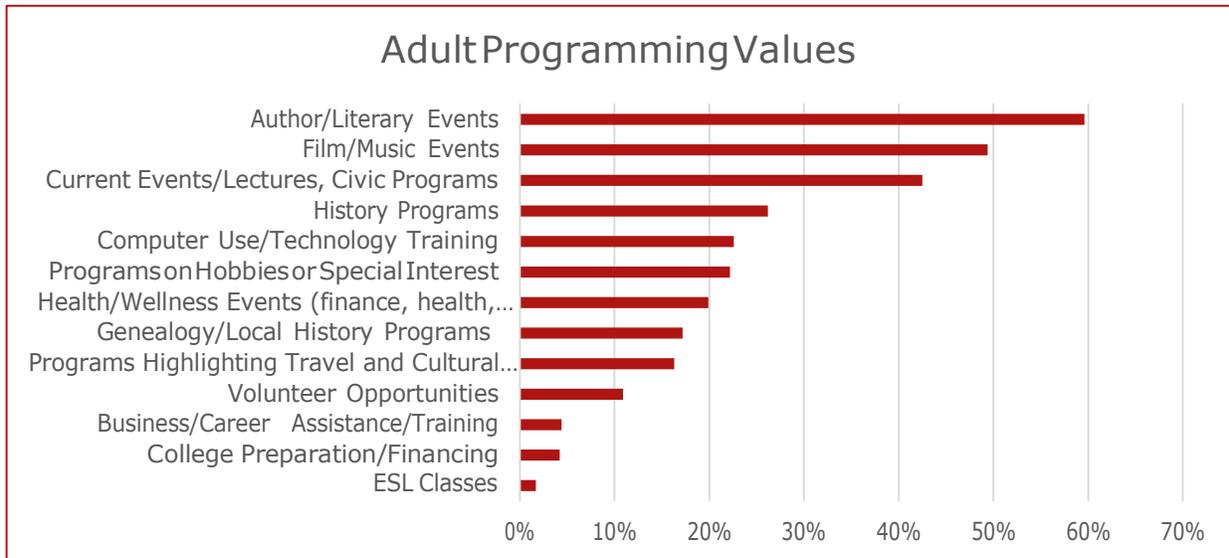


“Greater opportunity to enhance non-fiction selection, more research areas, and some comfortable seating”

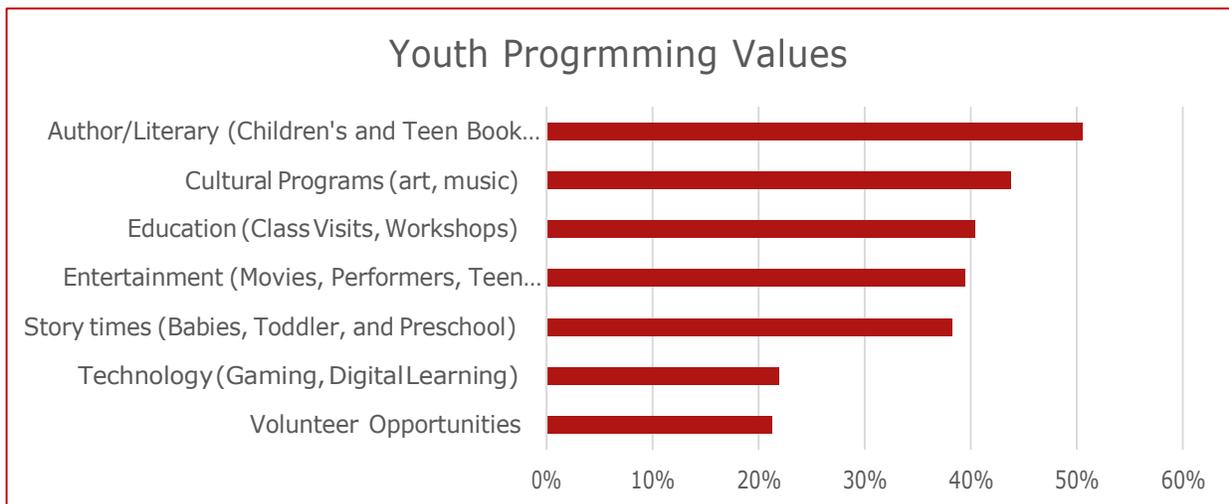
Type of Materials Borrowed



Programming is valued: The community is looking forward to an expanded programming calendar in our new facility. Attendance has doubled at library programs. We have experimented with adding new programming despite space constraints and the public loved it. We will have many more possibilities in the new building.

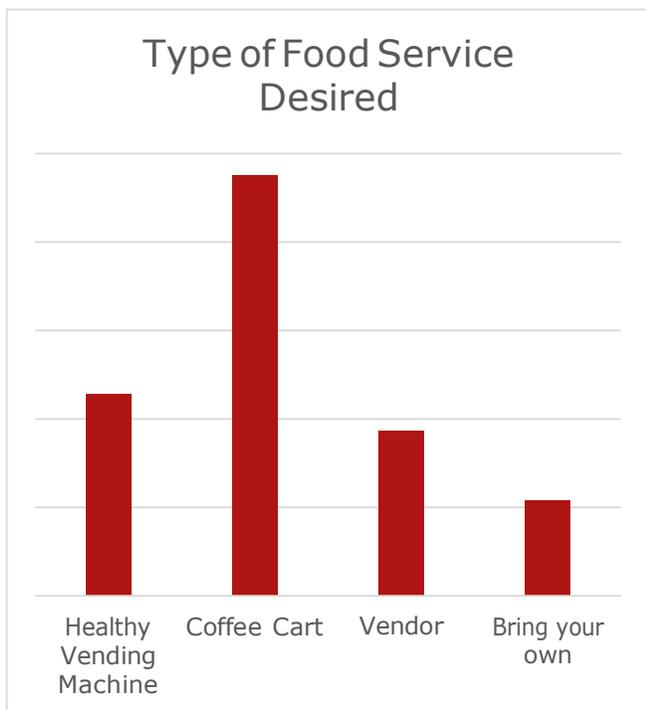
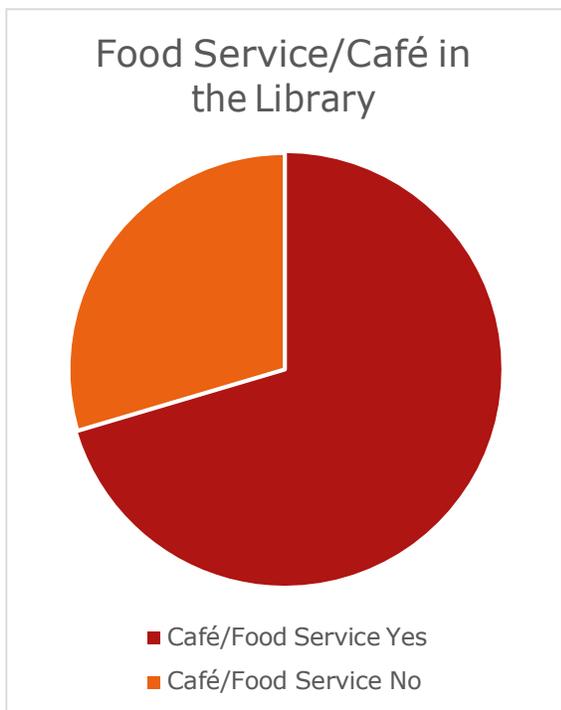


"More workshops with local authors; workshops on social media"



Café: Currently, the library offers free coffee to all visitors until noon. The majority of survey respondents want a food/beverage service in the library. The planning committee also identified this as a critical need for the new library. When the new library opens, there will be no coffee shops in the immediate vicinity. With the anticipated influx of children and families afterschool, and summer visitors, there will be no shortage of patrons who will purchase services. The library should consider partnering with an outside vendor for the summer months. At the very least, the library should provide a coffee bar.

"I hope the new library has many comfortable chairs and a café that serves coffee and healthy snacks such as biscotti cookies. A large selection of magazines would be nice as well. I would also enjoy an outside patio that could be available to patrons during the summer months. I am looking forward to the opening of the new library in 2015."

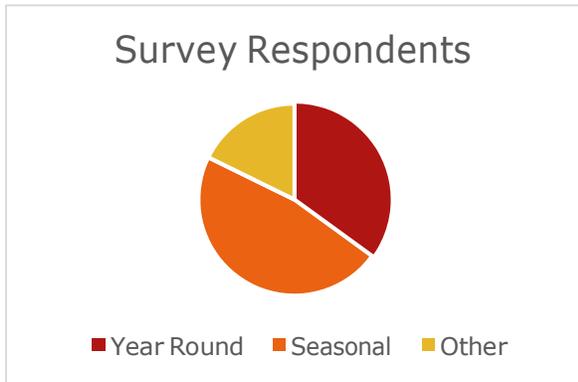


Service to Chappaquiddick residents: Although the new library location is more central to the majority of year-round residents, Chappaquiddick residents (many of whom are regular library patrons) are concerned about the move. They worry about access, particularly the to bring a vehicle over address this by plan in consultation Vineyard Transit Authority.

"Perhaps one of the bus routes could be modified to stop at the library."

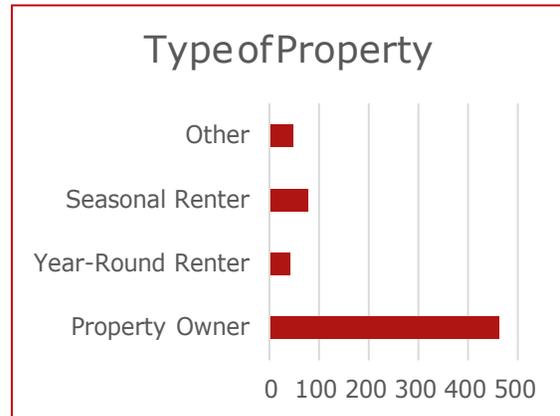
expense and inconvenience of having on the Chappaquiddick ferry. We can developing a transportation and delivery with Chappaquiddick residents and the

Our community is unique: Library members include seasonal and year-round residents, visitors, and volunteers. The library often serves as a welcome center and introduction to the community.



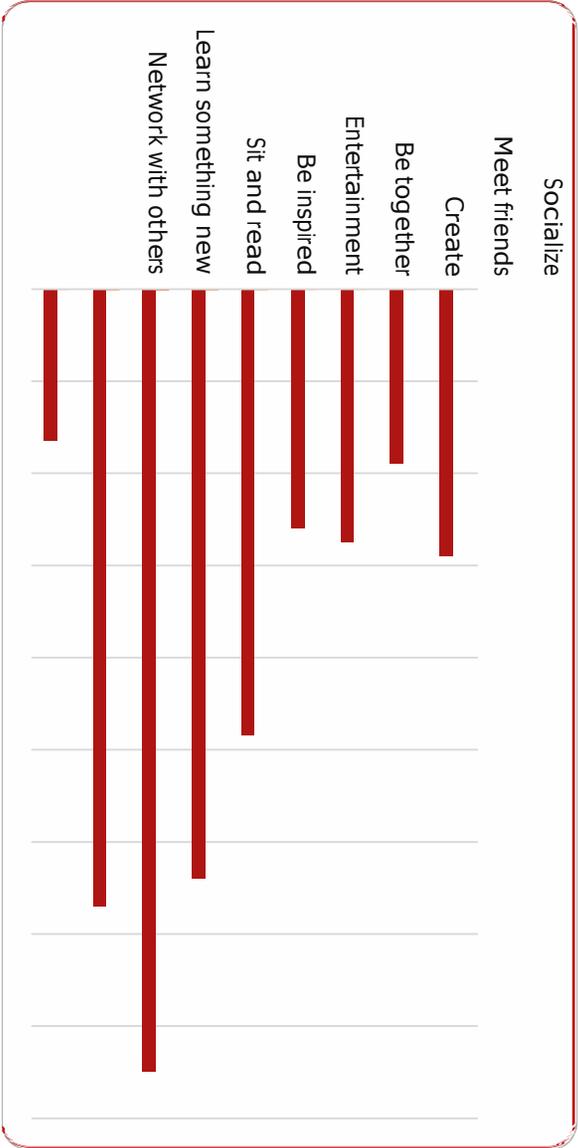
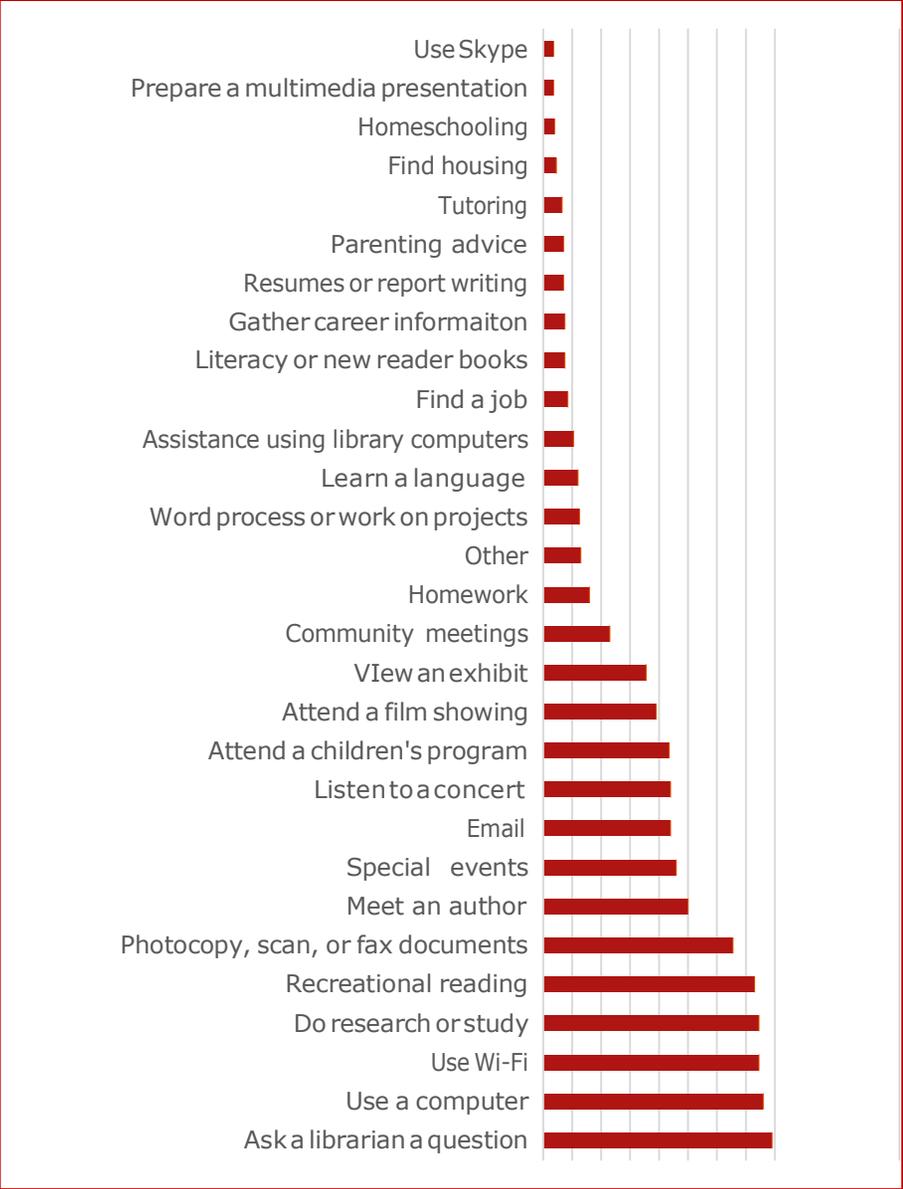
*"Adequate parking and sufficient hours to meet the needs of diverse users
Expanded hours would be great!"*

"I'm a fan. So anything you all do is tops in my book. Your smiling faces greeting visitors and patrons, the outdoor concert series, films, author events, special lectures and programs, etc... Are all a part of my summer ritual and Vineyard experience. I miss you off season. My local library just doesn't pass the muster! 😊"



LIBRARY AS WELCOME CENTER

"I think the Edgartown library is a hidden jewel on the Vineyard and is run extremely well. We vacation there during the summer and find that the staff is friendly, knowledgeable and extremely competent. They bend over backwards to help the off-island people navigate through many challenges that affect life not only in the library but on the island as well."



Value of Library Services

We use the library to...

GOALS

RESOURCES - The Library will provide collections, programming opportunities, and services designed to meet the current and future needs of our diverse community.

Goal 1. We provide a diversified, multi-format collection to meet the needs of our community and are open and ready to adopt new formats; our collections are administered, managed and made accessible to support member use and discovery; and our technical infrastructure is robust and able to support all formats.

- Make necessary investments in diverse and balanced collections – both virtual and physical by meeting the Massachusetts Board of Library Commissioners minimum materials budget standards, increasing to 100% by FY 17.
- Continue to evaluate the Library’s collections to create the “right balance” between new and traditional formats by evaluating monthly statistics.
- Establish a method for lending e-readers or other devices to level the playing field so that all community members have access to digital literacy technologies and digital collections by the end of FY14.
- Investigate software solutions to monitor collections, circulation trends and customer demands to better direct expenditures on library materials by FY14.
- Explore streaming movie lending and digital magazine software products by FY14.
- Implement a crowdsourcing collection development plan by FY15.

Goal 2. Refresh the library collection and promote it through merchandising techniques so it is irresistible.

- Increase online availability of library materials and services by 5% yearly.
- Celebrate literature, independent thinking, and cultural literacy of all mediums through programs, displays, diverse collections, and information with weekly themes.
- Create an Express or Quick Read collection by FY15.
- Create new bookstore-like methods for display and marketing of collections to coincide with the opening of the new library in FY15.



HISTORICAL & CULTURAL PRESERVATION- We safeguard and celebrate Edgartown's rich heritage by providing rich physical and virtual access to local history and special collections.

Goal 1. We are lead steward, collector, collaborator, educator, and communicator of Edgartown's unique history, art, people, and cultural identity.

- Obtain grant to digitize and improve accessibility to at least 50 unique Edgartown collections by FY16.
- Present engaging local history displays on a monthly basis.
- Provide helpful information about Edgartown to visitors and new residents by providing welcome packets to at least 20 new families per year.

COMMUNITY ENGAGEMENT- We foster discovery, reading, thinking, conversing, civic engagement, teaching and cooperative learning; we are a vibrant “place” for individuals in the community to come together, to learn independently and together- year-round.

Goal 1. Secure the place of the library as an incubator for thoughts and ideas, a place that brings people together and facilitates civic engagement.

- Develop daily invigorating and engaging services and programs at our physical and virtual locations.
- Explore and develop partnerships with at least three new schools, community organizations, businesses, and recreation centers to deliver services throughout Edgartown yearly.
- Create opportunities for gathering and learning in non-traditional spaces within the library.
- Make it easier and more rewarding for all residents to use the Library, as measured by yearly customer satisfaction survey.
- Capitalize on community strength residing in a tremendous influx of seasonal authors, journalists, film professionals, musicians, poets, curators, dancers, and business professionals to deliver at least 10 new engaging programs at the library per summer.



- Develop policies for use of the community meeting room, local history room, and tutoring spaces for organizations and residents by FY14.
- Develop a crowdsourcing means for the community to be involved in planning programming by FY17

Goal 2. Enhance the visibility and image of the Library as the place for lifelong learning and personal growth in the community and actively market the “New Library” programs and services.

- Develop and implement a comprehensive print and virtual marketing plan by FY15.

- Subscribe to one of the popular e-newsletter vendors and begin publishing a weekly bulletin to the email address database by FY14.

Goal 3. Actively support and help build the Friends of the Library

- Library director will attend monthly Friends of the Library meetings and assist with administrative work for the Friends board.
- One Trustee liaison will attend each Friends meeting monthly.
- One Friends liaison will attend each Trustee meeting monthly and present a monthly financial report to the Trustees.
- A majority of Trustees will attend each Friends fundraising event.



Goal 4. Provide a café environment for people to come together and have a cup of coffee/pastry.

- In new library, provide a self-serve, coffee/snack/pastry coffee bar with tables and chairs by FY15.
- Develop a funding mechanism for the library café and a plan for afterschool/seasonal hours by FY15.

VISIT A COMFORTABLE PLACE: PHYSICAL AND VIRTUAL SPACES- We continuously evaluate and change our physical spaces to meet changing needs; we ensure they are member friendly, easy to use, accessible, and green; our days/hours will meet the needs of the community

Goal 1. Design and build new library

- Open the doors first quarter 2015 with a community celebration.
- Increase yearly visitors by 10% with the new building.

Goal 2. Revise schedule to provide more convenient library hours and service.

- Provide 6 days of library service by the time we move into the new library building.
- Experiment with service hours offered, Friday evenings and earlier openings in FY15.
- Revise staffing schedules to develop seasonal and year-round hours FY14.
- Develop staffing transition plan for the opening of the new library FY14.



Goal 3. Children will have a fun, safe, engaging, interactive, literacy-rich space to explore learning, living, and literacy.

- The library children's room space will have room for interaction with books, educational toys, and families.
- The Library will purchase one new interactive, educational manipulative geared towards children five and younger each year.

Goal 4. Continuously update the library's website for ease of navigation and accessibility of information based on user feedback and usage statistics.

- 90% of users surveyed annually on the website will rate the library as very good or excellent in terms of ease of navigation and accessibility of information.

Goal 5. Adults of all ages will have a safe and comfortable space to connect with others and space for quiet reading and learning.

- Each year 90% of patrons polled will rate the Library as very good or excellent in terms of comfort, and technology.
- The Library will market and provide meeting room space in the new library for at least 2,000 people per year.

Goal 6. Support patron transportation and accessibility to the new library; have adequate parking and develop a transportation plan in partnership with stakeholders.

- Work with the Vineyard Transit Authority and other stakeholders to develop a transportation plan from the Chappaquiddick ferry line to the new Edgartown Library by FY15.
- Develop a walking/biking incentive/PR plan to be unveiled coinciding with the opening of the new library.
- Plan and provide library delivery service to homebound Edgartown residents by FY16.
- Explore the placement of an additional library book-drop in a central location by the end of FY15.

TECHNOLOGY & INFORMATION LITERACY- We build strategic relationships with community partners to maximize public access to current and emerging technologies, high speed Internet wireless access, technology resources, education, and services provided to the community

Goal 1. Position the Library as a public technology learning center for all citizens of Edgartown by providing hands-on sharing.

- Library staff will go into the community to provide computer/technology training to 50 people each year.
- Maintain technical infrastructure to not only meet today's needs but also to anticipate tomorrow's by monitoring emerging technologies and working closely with the town IT department and making sure all new hires have savvy technical skillsets.

Goal 2. Expand technology-based services to increase patron access to media and information throughout Edgartown

- Staff will explore technologies for circulation, inventory control, and customer self-service, and adopt one new service per year.
- Rebrand and create the most exciting, informative and useful library web experience imaginable to coincide with the opening of the new library.
- Implement wireless monitoring software to measure the number of individuals using library wireless access inside and outside the building 24x7 during FY14.
- Continue to grow digital services offered to patrons, measured by increasing digital circulation and holding statistics by 5% yearly.

CHILDREN AND TEENS- The Edgartown Free Public Library fosters the love of reading and skills in critical and creative thinking among children and teens- from early literacy through mature readership- by offering engaging services after-school and during the summer, that provide academic support and intellectual growth.

Goal 1. Parents and caregivers of 0-5 year olds will learn and understand the methods and benefits of early literacy and its connection to success in school and beyond.

- The library will provide a broad spectrum of reading readiness activities, such as story times, in a wide network of locations throughout Edgartown beginning FY14.
- Library staff will partner with school librarians and educators to help promote a love of reading and learning by meeting at least quarterly.



Goal 2. Children 0-5 years old will be exposed to the joy of literacy and learning through interaction, communication, and fun.

- Attendance at story times will increase by 15% over the period of the plan
- Circulation of materials for children age 0-5 will increase by 5% over the period of the plan.
- 90% of parents and caregivers polled will rate the Library's services for 0-5 year olds as very good or excellent.

Goal 3. Expand the scope of services offered to teens- grades 6-12. Teens will learn to evaluate information resources at many levels, increasing their understanding and awareness of the world around them.

- Create a Teen Advisory Board- Grades 6-12 by FY15.
- Partner with YMCA, Boys & Girls Club, Edgartown School and Martha's Vineyard Regional High School to provide at least one program in partnership with each organization yearly, and at least five programs per organization over the period of the plan.
- Teen participation in Library reading and writing events will increase by 10% each year.
- Teens will use the Library and its resources for homework assistance each year, as measured by yearly statistics.

- Expand the summer reading program to include opportunities for teens to serve as youth mentors by summer FY14.
- Expand the summer reading program to include teens and expand print, in-person, and virtual readers' advisory services for teens throughout Edgartown in order to develop and maintain a love of reading and learning by FY 15.

Goal 4. Teens will have space for socialization, schoolwork, and safe access to information so they can make good choices for themselves and their community.

- Explore the possibility of naming the teen area and space in the new library to reflect input from teen users.
- Staff the teen area during peak teen hours.
- 90% of teens polled will rate the Library's services for teens as very good or excellent.

Goal 5. Expand the scope of services offered to children and preteens. Children ages 6-12 years old will receive education, information, and enthusiasm to transition from learning to read to reading to learn

- Develop a Parent Programming Advisory Board- Grades K-5.
- Over the period of the plan there will be a 10% increase in age 6-12 children who participate in Library programs.
- Expand the summer reading program and expand print, in-person, and virtual readers' advisory services to children throughout Edgartown in order to develop and maintain a love of reading and learning.
- 90% of parents surveyed will report that the library played a significant role in helping their children transition from learning to read to reading to learn.

Goal 6. Families will have programs and support for listening, learning, and understanding as families, leading to shared experiences that create connections

- Family programs at the Library will have at least 30 families participating each year.

SUSTAINABILITY & ORGANIZATIONAL EXCELLENCE- We practice sound, sustainable financial planning and management and we are dedicated to making our library the best it can be, thru active employee participation and professional development, community feedback, and partnerships that enrich services, expand outreach, and leverage public investment through private support.

Goal 1. Maximize library staff creativity and productivity; continuously improve delivery of concierge and professional library services to all patrons

- Expand the recruitment and use of skilled volunteers to assist staff in a wide spectrum of library activities.
- Expand staff time off the "circulation desk" to provide necessary time for creativity and planning.
- Automate routine staff operations allowing staff repurposing to meet strategic plan goals.
- Institute roaming service model to increase positive interactions with patrons who do not approach the reference desk for assistance.
- Identify community events and organizations in which library staff can participate and encourage staff to do so by including it in job descriptions.
- Provide regular opportunities for staff to attend professional development conferences, workshop, and networking events.
- Hold regular staff meetings and provide yearly performance evaluations.
- Develop a staffing plan for traditional and repurposed spaces and resources.
- Rewrite job descriptions to incorporate new responsibilities, skills and talents needed for library employees.
- Make more effective use of technology to assist with repetitive staff tasks such as full vendor fulfillment (shelf ready) of books, self-checkout, check-ins, self-payment of fines and fees, self-scan/fax/print services and so on.
- Provide users with the ability to use credit cards to pay fines and fees online or in person.

Goal 2. Articulate library funding requirements to the community and decision-makers so that Edgartown's library develops and maintains outstanding collections and services.

- Rebuild the operating budget to enable support for everyday needs and implementation of the strategic plan.
- Encourage partnerships, sponsorships and community connections to fulfill funding requirements.
- Realign key staff to support the public awareness and any fundraising efforts required to complete aspects of this plan.

- Develop a fundraising strategy to secure additional operating funds. Explore all supplemental funding sources, including grants and planned giving.
 - Identify the support needed for special projects and new initiatives beyond the minimum operating budget.
 - Identify the support level needed for materials, programs, technology and staff development that exceeds a minimum operating budget.
 - Expand private/public sponsorship of library events and activities.
 - Work with the Friends to increase the annual gifts needed to support these needs to \$50,000 by FY17.
 - Establish an endowment fund by FY15.

Goal 3. Bolster Trustee orientation, training, and continuing education relating to board governance, fiduciary responsibilities, the Open Meetings Act, the development of annual budgets, and overall powers and duties under the Local Library Act.

- Encourage and support continuing education and involvement in the regional, state and national public library trustee community.
- Provide yearly trustee orientation.
- Develop and provide opportunities for the trustees, friends, and staff so they share a common focus for implementing this plan including an annual meeting to review common strategy and results.

Goal 4. Implement a culture of 'green' / environmental consciousness at the library

- Commit to using 75% green and recycled cleaning/maintenance products.
- Employ energy-saving procedures and operating expenditures.
- Achieve LEED Platinum status with new library building project, ensuring tight building envelope with environmentally friendly furniture and finishes.

Goal 5. Devise and adopt new metrics to evaluate the library's success and ensure successful outcomes (alongside traditional metrics)

- Measure levels of community satisfaction.
- Identify metrics used to measure key performance and satisfaction in other industries including the hospitality industry and adapt for the library.
- Monitor and measure levels of support.
- Measure and analyze patron use.
- Improve library efficiency and effectiveness.
- Increase the level of awareness.
- Continue to monitor the success of programs offered.

SUCCESS INDICATORS

1. The Edgartown Public Library will be at the top of county and region wide rankings for its commitment to delivering relevant services and resources.
2. The library is recognized as a civic anchor of town, a partner with other agencies, organizations and services, and a driver of the town's cultural and learning health.
3. The number of visitors using the library will increase.
4. Library use continues to grow according to traditional and new metrics.
5. The library's e-newsletter database increases significantly each year.
6. The library receives positive press coverage and all events are covered by local media.
7. Edgartown residents and visitors rank the library as one of the top three community resources and assets.

