

**DUXBURY FREE LIBRARY
LONG RANGE PLAN
FOR
FISCAL YEARS 2006-2010**

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Needs Assessment

This long-range plan is intended to provide a strategic blueprint for the Duxbury Free Library's next five years. Based on input from the community, it is clear that Duxbury citizens have strong expectations from the town in general and from their public library in particular. They want a library with a variety of cultural, educational, and recreational activities available for all age levels. They want a safe, well-equipped, well-staffed facility. Unlike previous plans, this plan was developed and written from the citizen perspective. It is based on "service (to the community) responses." A service response, as used in this plan, is what the library does for, or offers to, its community to meet a well-defined set of needs.

This plan was also produced to meet the following administrative needs: It provides a clear direction for Library Trustees and administration for setting policy, preparing budgets, and planning programs. It updates data provided in the *Duxbury Free Library Long-Range Plan 2000-2004*, and continues the implementation of the *Post-Occupancy Evaluation* of the building done in 2003, and the *Library Technology Plan 2002-2005*. It meets the requirements of the Massachusetts Board of Library Commissioners that all public libraries have current plans in place that address community needs, and it provides information that allows the library to most effectively manage its resources.

This plan was produced by a Planning Committee appointed to guide the study, provide input, and formulate service responses and goals. Committee members were:

Carl Meier, Chair and Vice-Chair, Board Of Library Trustees

Florence Boyle, Library Volunteer

Karen Hahn, Library Associate

J. Anthony Kelso, Columnist, *Duxbury Clipper*

Brooke McDonough, Co-President, Friends of Duxbury Free Library

Matty Roumacher, Student, Duxbury High School

Carolyn Schindler, Resident

Elaine Winqvist, Library Director

As well as library trustees: *ex officio*

Theodore Flynn, Chair

Lynne Walsh, Secretary

Nancy Delano

John W. Hill

Margaret Lougee

James Mandrell

Description of Methodology

In the summer of 2004, the Duxbury Free Library Board of Trustees appointed vice-chair, Carl Meier, to chair a new long-range planning committee.

The committee used *The New Planning for Results, a Streamlined Approach* by Sandra Nelson for the Public Library Association, ALA, 2001 as its guide.

In preparation for the new planning process, Carl Meier and Elaine Winquist, Library Director, attended a Southeastern Massachusetts Regional Library System (SEMLS) workshop, *Public Library Planning for Results: Updating Your Plan*, conducted by Cheryl Bryan, Assistant Administrator for Continuing Education and Consulting Services in August.

On September 9th, Carl Meier and Elaine Winquist met to outline the make-up of a planning committee and to plan a community forum for late fall. The planning committee would consist of the Chair (Trustee), the Director, a library staff member, a senior citizen who is also a library volunteer, a community member who writes for the local paper, a mother with young children who is also Co-President of the Friends of the Duxbury Free Library, a high school student, and a former teacher who is an active library patron. Approximately thirty people representing a broad spectrum of ages, occupations, and interests were identified to receive invitations to attend the community forum.

During the month of September, Cheryl Bryan attended a Board of Library Trustees meeting to describe the planning process and stress its importance. She also attended a Duxbury Free Library staff meeting to do the same. She led a staff discussion and facilitated the brainstorming of current “pluses” and “deltas” of the library.

The first meeting of the planning committee was held October 21st. The planning process was explained to the committee members and they were given a tour of the library. A community forum, hosted by the planning committee, was held on November 30th. The forum was facilitated by Cheryl Bryan and produced: community vision statements, library “pluses”, and library “deltas.” The group identified the following service responses for emphasis in the new plan:

1. **General Information,**
2. **Lifelong Learning,**
3. **Library as a Commons.**

In January, 2005, the choice of the three service responses was ratified by the Board of Trustees. The planning committee then ratified the selection of service responses, drafted a mission statement, and brainstormed service goals.

On February 8th, Carl Meier and Elaine Winqvist met with the library management team and senior staff members. Elaine explained the difference between goals and objectives and the group drafted eleven goals. Library department heads were asked to help develop objectives to meet these goals. On March 22nd, Carl and Elaine again met with the library management team to continue the work on objectives. The entire library staff was given the opportunity to review and comment on the proposed objectives. On March 31st, the Planning Committee met to review the objectives drawn up by the staff.

During the month of April, Elaine and her staff refined the objectives based on the committee's input. They also began drafting activities to meet the objectives. In May, Elaine, with senior staff input, developed an action plan for FY06, the first year of the plan.

On June 14, 2005, the Board of Trustees of the Duxbury Free Library formally voted to approve the *Long-Range Plan FY06-FY10*. Copies will be distributed to everyone involved in the community forum as well as other appropriate individuals and groups in the town.

SERVICE RESPONSES

The following service responses were identified and selected by Duxbury residents at a community forum, and were ratified by both the planning committee and Board of Library Trustees. They are listed in the order selected that is, having the most votes.

I. General Information

A library that provides **General Information** helps meet the need for information and answers to questions on a broad array of topics related to school, work, and personal life. It offers both print and electronic resources, as well as a well-qualified staff to assist users and to plan for the future.

II. Lifelong Learning

A library that provides support for **Lifelong Learning** addresses its users' desire for self-directed personal growth. It maintains appropriate, well-tended collections of materials; provides programs, displays, and exhibits; and employs knowledgeable staff.

III. Commons

A library that provides a **Commons** environment helps address the need of its users to meet and to interact with others in the community and to participate in public discourse about community issues. It provides meeting and gathering spaces both physically and electronically.

Based on the service responses, the planning committee developed the library mission statement:

MISSION STATEMENT

The Duxbury Free Library provides a welcoming environment where people of all ages can pursue individual and shared interests. It provides a wide variety of resources to meet the needs of a diverse community and it supports lifelong learning.

SERVICE GOALS

Service goals were developed for each service response, using the new planning process

1. Service Response: Commons:

- C1.* Patrons of all ages will be able to use appropriate study and gathering spaces.
- C2.* Patrons of all ages will enjoy an array of cultural and educational programs.
- C3.* Patrons are welcomed by a building and grounds that are clean and attractive.
- C4.* Community groups will be able to use a variety of meeting spaces.

2. Lifelong Learning:

- L1.* All patrons will find an environment that supports their interests and encourages reading.
- L2.* Adults will be able to expand their skills, interests, and intellectual pursuits.
- L3.* Students in grades one to twelve will be able to obtain information, materials, and assistance to support their courses of study

3. General Information:

- G1.* All patrons will be able to obtain materials easily at or through the library.
- G2.* All patrons will find general information and reference assistance at or through the library.
- G3.* Internet access and related technologies will be available at or through the library.

OBJECTIVES

GOAL C.1

Patrons of all ages will be able to use appropriate study and gathering spaces.

Objective 1:

The library's *Post-Occupancy Evaluation* will be reviewed in FY06 to determine the best configuration of all public service areas and exterior spaces; changes will be implemented where feasible and a plan developed to implement changes that require future funding.

Objective 2:

In FY06-07, library hours of operation will be studied and evaluated to determine any need to adjust them to better serve the community.

GOAL C.2

Patrons of all ages will enjoy an array of cultural and education programs.

Objective 1:

Each fiscal year, department heads will evaluate existing library programming and develop a plan that implements any changes or enhancements for the following year.

Objective 2:

The library will explore off-site programming and collaboration with community organizations in order to expand programs and audiences.

GOAL C.3

Patrons are welcomed by building and grounds that are clean and attractive.

Objective 1:

To maintain the quality of the building, upgrades/repairs will be funded and scheduled on a rotating basis.

Objective 2:

To provide additional public spaces, determine the feasibility of providing patrons with attractive outdoor areas for reading and waiting by FY09.

GOAL C.4

Community groups will be able to use a variety of meeting rooms.

Objective 1:

The meeting areas on the lower level will be evaluated in FY06 to determine best use of space and results will be implemented by FY07.

Objective 2:

Community groups will be able to obtain meeting room information and to book rooms more easily by FY07.

Objective 3:

Hours when meeting rooms are available to the public will be evaluated and the feasibility of adding additional hours will be determined and implemented in FY06 and FY07.

GOAL L.1

All patrons will find an environment that supports their interests and encourages reading.

Objective 1:

Areas for both quiet reading and for livelier discussions will be identified and configured throughout the building.

Objective 2:

To encourage reading for all ages, the feasibility of expanding readers advisory services both in the library and online will be evaluated in FY06.

Objective 3:

To encourage reading and the exploration of the collections, the library will adequately fund and provide displays and promotional materials.

GOAL L.2

Adults will be able to expand their skills, interests, and intellectual pursuits

Objective 1:

To evaluate customer satisfaction with the library's collections, user surveys will be done in the upcoming two years; collection development staff will implement any changes by FY08.

GOAL L.3

Students in grades one to twelve will be able to obtain information, materials, and assistance to support their courses of study.

Objective 1:

The library will continue its outreach to Duxbury's public and private school teachers and students through the reference, young adult, and children's departments.

Objective 2:

The library will ensure that its collections support public and private school curricula and home schooling families in a variety of formats every year.

GOAL G.1

All patrons will be able to obtain materials easily at or through the library.

Objective 1:

To assist self-directed patrons, clear and attractive way-finding signage and visual cues will be added to the exterior and interior of the building.

Objective 2:

To ensure streamlined access to the online catalog, databases and the Internet, the library will implement new hardware and software as outlined in its *Technology Plan*.

Objective 3:

To ensure availability of materials, an inventory/security system will be implemented by FY09.

Objective 4:

To offer easy access to materials, collections will be shelved in the most patron-friendly way available.

Objective 5:

To provide library services to the homebound, a program will be developed and implemented by FY08.

Objective 6:

To insure access for all patrons to the library's services, the parking area will be improved and expanded.

GOAL G.2

All patrons will find general information and reference assistance at or through the library.

Objective 1:

To provide superior reference and readers advisory assistance to its patrons, the library will strive to ensure that it is fully and appropriately staffed in each year's budget process

Objective 2:

To ensure that patrons can use the library remotely, the library will continue to fund and develop its web site.

Objective 3:

To promote the library as a central source of information, patrons will be able to find community and regional information at the library.

Objective 4:

To meet the service goals contained in this plan, the library will strive to ensure that staff is provided with the space and resources to fulfill the objectives.

GOAL G.3

Internet access and related technologies will be available at or through the library.

Objective 1:

Each year, the library will investigate and evaluate emerging technologies, then implement those that are affordable and most useful to its patrons.

Objective 2:

To ensure that systems are online and available to users, an information systems position will be re-designed and restored in FY07.