Shrewsbury Public Library Strategic Plan of Service 2020 through 2024

Library Service
Focused on Community Needs

Approved by the Board of Library Trustees on September 25, 2018

Community Description

The Town of Shrewsbury is located in central Massachusetts, approximately 34 miles west of Boston. With a population of 35,608, it is the second largest municipality in Worcester County, following its neighbor the City of Worcester. Shrewsbury is a suburban, residential community about 22 square miles in size

Population & Demographics

The population of Shrewsbury, as of 2010, was 35,608.

Age:

- 25.6% of the population is under the age of 18
- 5.0% is from 18 to 24;
- 33.4% is from 25 to 44;
- 22.4% is from 45 to 64 years
- 13.5% is 65 years of age or older.

Race and Ethnicity (2010 census):

- White – 79.2%
- Black or African American – 2.1%
- Asian – 15.3%
- Hispanic or Latino – 2.7%
- Two or more races – 1.8%
- Foreign born persons, 2010-2014 – 21.2%

Education:

- High school graduate or higher – 94.8%
- Bachelor's degree or higher – 55.2%

Description of Existing Library Services

The Shrewsbury Public Library serves a diverse community and draws visitors to the library with a variety of programs and services. Librarians in charge of programming have been sensitive to needs of diverse community groups and responded with innovative programs. The Library offers early literacy programs for the youngest members of the community; story times and play times for babies, preschoolers and toddlers; STEM-based programs for young learners; craft and other fun activities for older students; DIY activities for teens and older adults; English Conversation Circles for new residents; networking forums for job seekers and entrepreneurs; computer and technology-related classes; a Memory Café for people with dementia and their care partners, book clubs for various age groups; coloring club for adults; multicultural celebrations; a "Make It" series with classes on soldering, yogurt making, bike repair, podcasting, 3D printing and design classes; and a host of other recreational, informative and entertaining programs. A committed and active Friends group supports our programming efforts with approximately $25,000 in annual funding.

The Library has partnered with other municipal departments such as the Parks and Recreation and Council on Aging; community organizations such as the Garden Club, India Society of Worcester; schools; churches; and businesses to collaborate on program ideas and, occasionally, to offer programs off-site.

The Library follows trends in national library service and is also a trend-setter! Among the materials loaned are e-readers, gardening tools, and board games. A seed library was created two years ago Hundreds of seed packets were given away to patrons. A vegetable and herb planter blooms in the children's courtyard each summer. A 3-D printer was procured and classes have been held for those interested in designing 3-D models. Numerous objects have been printed for patrons. A book group for people in their 20s and 30s is led by the Reference Librarian and meets at a local pub. Interactive programs such as trivia competitions and scavenger hunts attract entire families.

Library Service Statistics show growth trends continuing to this day.

Shrewsbury Public Library
Historical Survey of Usage

Fiscal Year	Shrews Population	Total Change	Percentage Change	Circulation	Total Change	Percentage change	Attendance	Total Change	Percentage Change	ILL (from)	ILL (to)	Total ILL activity	Total Change	Percentage change	actual hours open	circ per open hours	visits per open hours	ILL per open hours
1990	24180			211,200						506	420	926						
1991				227,112	15,912	7.53%				637	674	1,311	385	41.58%				
1992				246,415	19,303	8.50%				668	695	1,363	52	3.97%				
1993				232,463	-13,952	-5.66%	89,072			782	754	1,536	173	12.69%				
1994				234,391	1,928	0.83%	95,808	6,736	7.56%	1,204	949	2,153	617	40.17%				
1995				257,902	23,511	10.03%	170,610	74,802	78.07%									
1996				250,366	-7,536	-2.92%	172,807	2,197	1.29%	966	1,734	2,700	2,700		2,737	91	63	1
1997				267,063	16,697	6.67%	182,039	9,232	5.34%	965	1,930	2,895	195	7.22%	2,739	98	66	1
1998				263,067	-3,996	-1.50%	177,168	-4,871	-2.68%	1,452	1,991	3,443	548	18.93%	2,773	95	64	1
1999				254,567	-8,500	-3.23%	178,962	1,794	1.01%	1,718	2,019	3,737	294	8.54%	3,029	84	59	1
2000	31640	7460	30.85%	286,069	31,502	12.37%	181,902	2,940	1.64%	1,601	1,823	3,424	-313	-8.38%	3,166	90	57	1
2001				258,798	-27,271	-9.53%	182,250	348	0.19%	3,228	4,002	7,230	3,806	111.16%	3,256	79	56	2
2002				266,159	7,361	2.84%	189,832	7,582	4.16%	5,358	4,279	9,637	2,407	33.29%	3,286	81	58	3
2003				297,744	31,585	11.87%	192,317	2,485	1.31%	7,198	6,552	13,750	4,113	42.68%	3,107	96	62	4
2004				333,712	35,968	12.08%	209,242	16,925	8.80%	13,415	11,031	24,446	10,696	77.79%	3,047	110	69	8
2005				341,803	8,091	2.42%	218,228	8,986	4.29%	18,774	14,101	32,875	8,429	34.48%	3,071	111	71	11
2006				342,279	476	0.14%	219,164	936	0.43%	22,487	19,364	41,851	8,976	27.30%	2,825	121	78	15
2007				352,955	10,676	3.12%	230,675	11,511	5.25%	26,132	21,123	47,255	5,404	12.91%	2,876	123	80	16
2008				377,441	24,486	6.94%	238,134	7,459	3.23%	30,595	22,600	53,195	5,940	12.57%	3,044	124	78	17
2009				429,135	51,694	13.70%	259,649	21,515	9.03%	39,029	23,708	62,737	9,542	17.94%	3,047	141	85	21
2010	35608	3968	12.54%	419,586	-9,549	-2.23%	250,955	-8,694	-3.35%	41,493	24,359	65,852	3,115	4.97%	2,636	159	95	25
2011				423,093	3,507	0.84%	248,858	-2,097	-0.84%	43,932	24,362	68,294	2,442	3.71%	2,985	142	83	23
2012				462,142	39,049	9.23%	254,162	5,304	2.13%	39,465	26,397	65,862	-2,432	-3.56%	3,005	154	85	22
2013				498,213	36,071	7.81%	266,008	11,846	4.66%	41,733	31,231	72,964	7,102	10.78%	2,955	169	90	25
2014				483,529	-14,684	-2.95%	266,158	150	0.06%	40,845	35,497	76,342	3,378	4.63%	3,035	159	88	25
2015				443,339	-40,190	-8.31%	168,605	-97,553	-36.65%	33,157	18,479	51,636	-24,706	-32.36%	2,934	151	57	18
2016	36760 1152		3.24%	393,215	-50,124	-11.31%	205,369	36,764	21.80%	37,303	18,884	56,187	4,551	8.81%	2,744	143	75	20
2017				482,373	89,158	22.67%	309,554	104,185	50.73%	42,422	15,079	57,501	1,314	2.34%	2,914	166	106	20
10 year comparison																		
2007	**31640**			**352,955**			**230,675**					**47,255**				**123**	**80**	**16**
2017	**36760**	**5120**	**16.18%**	**482,373**	**129,418**	**36.67%**	**309,554**	**78,879**	**34.19%**			**57,501**	**10,246**	**21.68%**		**166**	**106**	**20**

Our Planning Process and Team

In the fall of 2017 the Board of Library Trustees launched a strategic planning process, based on the Public Library Association's planning model entitled <u>Strategic Planning for Results</u>. This planning model embraces the idea that excellence must be defined locally and focus on local needs. It also recognizes that excellence can be achieved through strong commitment to service focused on user needs – and through a desire for continued improvement

As part of this planning process, the Trustees launched a proactive information gathering process that sought input from across the community, both within and outside of the library. The process included:

- Establishment of a Community Advisory Committee (CAC), consisting of eighteen members representing various sectors and interests in the community, led by Library Planning Consultant Nancy Rea. The CPC's role was to advise the Board of Library Trustees on the appropriate service priorities the library should focus on in coming years
- Consideration of the results of community survey conducted as part of the planning study. The survey was mailed to every residence in Shrewsbury (over 14,000 homes), distributed in the Library and on the library website. In addition to online submittal, drop off options included the Library, the Town Clerk's office and the Senior Center. 165 responses were received
- A planning focus group workshop with Library staff
- Review of demographic data from the Town's Master Plan development Committee and the latest US Census data

Community Advisory Council Members

- Arathi Cowlagi, member of India Society of Worcester and member of the Friends of the Library Board of Directors
- Gregg Dass, Family Services Counselor
- Marc Serra, Executive Director of Shrewsbury Media Connection
- Cassidy DeMalia, Shrewsbury Public Library Advisory Team (SPLAT) member, teen volunteer, part-time library employee
- Nancy Gilbert, Library Trustee, Chair of the Shrewsbury Public Library Foundation
- Kathy Johnson, English Conversation Circle teacher at Shrewsbury Public Library
- Deborah Deldotto, Member of Shrewsbury Commission on Disability
- Bob Boulay, Manager of Operations Engineering, Metso
- Caitlin McKeon, Reference Librarian, Shrewsbury Public Library
- Waldo Zamor, Physician, UMASS Med, active in public health community
- Charlotte Budge, Technical Services Assistant, Shrewsbury Public Library
- Dr. B. Dale Magee, member of Shrewsbury School Community
- Tony Marin , ESL Teacher in Framingham Public School, has taught Spanish language classes at library, Current English Conversation Circle teacher at Shrewsbury Public Library
- Maribeth Lynch, Member of Town Planning Committee, served on Library's Capital Campaign Leadership team and is a local realtor
- Jenny Wang, Volunteer Math Instructor at Shrewsbury Public Library, longtime library volunteer
- Lynne Ticho, St Anne's Human Services volunteer
- April Jones Prince, active library user, nationally known children's author, parent of young children
- Amy Clouter Assistant Superintendent for Curriculum and Instruction, Administration, Shrewsbury Public Schools

The Shrewsbury Public Library greatly appreciates the guidance and contributions, as well as the generous time given by CAC members. Their thoughtful contributions have enlarged our understanding of the needs of the community and helped us set suitable priorities for future activities.

Work of the Community Advisory Council

The CAC began their work by considering community needs, with a focus group activity led by planning consultant Nancy Rea. The CAC also reviewed the current state of the library and the summary findings of the recently published Shrewsbury Masterplan (2016). Additionally, they discussed a series of essays on current technology, social, economic and cultural trends that could affect libraries and library users.

At their first meeting in September 2017, the CAC developed a list of community trends, created a Community Vision Statement,

The CAC identified the following community trends:

- Changing demographics and more diverse ethnicity – new immigrants
- Sense that "government is abandoning responsibility for planet- what can I do personally do to make things better"
- Increasing fluidity around gender issues- more acceptance?
- Concern around mental health at younger ages
- Trend for "buying local"- local produce, local stores, support of small local business
- Discussion of different religions- help people be aware of what's out there
    - Could library be a place to "meet a Kenyan"- meet a Pakistani", meet people from other cultures, Understanding about Sikhism
- Polarization of political views- hold a "meet and greet to ask a republican…?"
- Opioid issue- especially in Central Massachusetts
- Education in general – youth population need to be informed- to attract youth to listen- to prevent bad things we see in news
- Quality of information is important at library- now hard to deal with so much information- how to judge sources and help people who are confused
- Increasing amount of information transferred via video- changes in learning modes—people want capsulated quick info
- Younger people interested in sustainability- teaching youth about sustainability too

The CAC also worked on draft about mission and vision statements <u>for the community</u>.   The committee was divided into three groups- with each to creating a draft statement, or terms that should be included in a Community Vision Statement. This would eventually serve to guide library staff charged with creating draft Library Mission and Vision Statements. The draft statement most favored by the CAC is recorded here.

> *"The Town of Shrewsbury will be an example to the Commonwealth by being welcoming and inclusive with a thriving spirit of civic engagement, stewarding our natural resources, embracing intellectual integrity and evolving technology."*

At their second meeting in October 2017, the CAC took on three major tasks. First they selected, from a list of 18 Service Priorities which public libraries might focus, as outlined in the Planning for Results manual, and selected those which would best serve Shrewsbury. They also participated in a SOAR exercise, which looks at institutional strengths, opportunities, aspirations and results.

The CAC selected and ranked the following Service Priorities as appropriate for SPL.

Priorities that received most votes

- Celebrate Diversity: Cultural Awareness—11 votes
- Satisfy Curiosity: Lifelong Leaning – 6 votes
- Be an Informed Citizen: Local National and World Affairs – 6 votes
- Create Young Readers: Early Literacy – 5 votes
- Know your Community: Community Resources & Services – 5 votes
- Stimulate the Imagination: Reading, Viewing and Listening for Pleasure – 5 votes
- Understand How to Find, Evaluate and Use information Fluency – 5 voters
- Welcome to the United States: Services for New Immigrants – 5 votes

Less than 5 votes
- Visit a Comfortable Place: Physical and Virtual Spaces- 4 votes
- Connect ot the Online world: Public Internet Access – 3 votes
- Learn to Read and Write: Adult Teen and Family Literacy – 3 votes
- Make Informed decisions: Health, Wealth and other Life Choices – 3 votes
- Succeed in School: Homework Help – 2 votes
- Express Creativity: Create and Share Content – 2 votes
- Get Facts Fast: Ready Reference – 1 vote
- Make Career Choices: Job & Career Development – 1 vote

The CAC identified the following strengths, opportunities, aspirations and results for Shrewsbury Public Library.

STRENGTHS (current)
- Friendly staff
- Comfortable and inviting space
- Children's programs
- Open longer hours
- Information access—information authentic- truthful- good source
- Online requests and catalog – and ILL
- Modern-space and ideas-thinking
- Programming for all ages
- Online resources- databases
- Resourceful -school resources- outreach service
- Safe space

- Sense of community- community pride
- Foundation for lifelong learning
- Holiday and multicultural events
- Free study rooms—free WIFI -lots of choices
- Access to technology (3D printer, future laser cutter, other tech)
- Like the website
- Flexible spaces for multiple ages- very accommodating
- Cultural awareness
- Literacy (ECC,)
- Foreign language learning for adults and children
- Teen programs- dynamic ideas
- Job and career help
- Technical assistance
- Museum passes
- Tax assistance
- Workshops

OPPORTUNITIES (for next 5 years)
- Speaker Series – planned program of speakers
- Webinars
- Levering safe and welcoming environment to increase engagement and respectful exchange
- Collaboration with Senior Center, Garden, Historical Society- focal point with other orgs
- Interactive online meetings- two-way video conferencing
- Expanding cultural awareness and diversity events- esp. tied to community needs
- Collaboration with town boards and committees to do tech reviews – using knowledge or town officials- BOH, town engineer, etc.
- Second career development individual counseling/mentoring
- Creation of senior tutor program- maybe thru tax relief program – organize seniors to be tutors
- Adult needs tutors- coordinate community volunteering- network of connections of skills-needs
- Loan musical instruments
- Mini courses – 3 to 5 sessions on a given topic
- Strengthening connections to public schools- boosting collaboration between school media and library media – shared resources
- Providing student support for college/career readiness –chance for teens to talk to people in various professions – career day –also for adults who might be changing careers
- Expanding outreach for people without transportation – bring resources to where people are –and expand online resources
- Crowd sourcing -clearing house for community needs- skills swap- would support project based learning at schools- could provide authentic problems for students to work on

ASPIRATIONS (where we want to be in 5 years)
- Work more closely with the schools

- Maintain the library as welcoming meeting space for face to face interaction
- Find a way to become less dependent on local tax dollars
- Provide a hub for caregivers to learn of resources for elderly
- Staying relevant
- Alternative sources of revenue
- Connect people in community to each other – busy lives- connect people
- Hub for the community
- Collaboration with technology company to keep technology current at no or low cost to community
- Non-partisan discussion regarding civic issues—complicated topics
- Free- services continue to be free to all- study spaces, museum passes, etc.
- Maintain long hours
- Resource for life-long learning

RESULTS (if aspirations were achieved)
- Fully booked rooms, people modeling old school social skills
- Continued high usage across users and age groups
- Development of local networks between seniors/teens—library/schools—emerging new interest-based groups
- Continuing to offer same number or more programs/resources
- Open until midnight
- Maintain current programs and add webinars, online courses, new book media- tech tools
- More fundraising events- seek more grants
- Grow SPL Foundation—endowment
- Always have current technologies
- Webinar for frail and elderly- individual consultations for those whose needs aren't met by government
- Radio show or Facebook live
- Community skills coop program
- Issues before town- could we have meetings regarding topics of current interest—before formal groups meet—allow open forum for people to learn about topic and better understand

At a staff focus group workshop in October 2017, a series of activities led by Planning Consultant Nancy Rea provided the following staff input.

List of trends that might affect Shrewsbury and library:

- Doing more with less- no budget increases but increased expectations
- Increased social media and expectation for response on social media
- Instant gratification
- Increased sense of isolation
- Entertainment industry—streaming might allow people to skip library

- Community wants to be engaged and involved in making decisions- not just passive use of services—providing programs themselves (i.e. teaching mandarin, chess club, preschool French.)
- Balance between desire to have quiet traditional library with desire for library that is community center- noisy and busy
- Competition with other providers, commercial entities can provide services that libraries used to be prominent in providing—even for collections – such as Netflix, lots of places offer storytime
- Even competing with other libraries—people look for free classes such as math lessons, etc.
- Users are savvy of resources out there
- Increased sense of entitlement

Examination of library (SOAR Exercise)—broke into 4 groups

Strengths

- Physical space is welcoming and inspiring
- Technology is strong
- Variety of innovative programming
- Caring, dedicated and knowledgeable staff
- Large and varied collection
- Location
- Community Involvement
- Hours
- Strong staff dynamics
- Public meeting spaces
- Instruction—tech instruction for public
- Extreme! Customer Service

Opportunities for libraries moving forward in next 5 years:

- Need to increase training and instruction for public—variety of topics
- More connect with community schools, go into schools, sell summer reading, increase interest for kids to come to libraries
- Better marketing of services
- Crows sourcing=levering of talents of public
- Increasing staff- as community continues to grows
- Sunday programs
- Improving attendance – getting people to attend if they sign up= or figuring out how give more opportunities to people who want to attend
- Online programming/outreach—tape programs to distribute online/thru SMC, etc.

- Increasing collections to match growing usage
- More evening programs with a variety of hours—services for people in needs- support group kind of thing
- Suggestion box
- More creative workshops= making things
- More options when patrons have lost library items- decrease their frustration
- More immigration support services—especially for new immigrants- more opportunities to be comfortable- programs for them
- **Targeting specific groups through varied programming (i.e. memory café)**
- Find ways to have patrons help themselves

Aspirations for library in 5 years

- The hub for community information
- Meeting the needs of current non-users
- Different sources of funding
- Adequate staff to cover all needs
- Shift of staff from policing to being a positive resource
- Respect for physical space
- More services for special needs patrons
- Robust attendance at programs
- Respect/understanding for what staff can provide—I.e.- can you write my resume for me
- Drop off of usage during certain phases of life—continuity and engagement throughout life
- Expanded hours
- Series of cultural support programs
- In-house coffee and bakery shop
- Weekly technology classes for patrons
- Varity of programming to stretch patrons' boundaries
- Social thing for 50-year olds
- More parking and better exits
- More support groups- i.e. opioid, ADHD

Results

- Offsite parking with shuttle service from senior center other locations'
- Full weekend hours
- More staff would result in more comfortable work environment

- Hub would be a welcome center—to guide people where they could find community information and resources
- Different workshops for teachers—open houses for teachers
- More dynamic maker space—more technology as it develops
- More vibrant collections to meet patron needs
- Offer more immigrant services
- Library will facilitate participation in national competitive programming – Imagination destination, etc.
- Increased automation- allow staff to be more welcoming
- Host more support group meetings, for substance abuse, AAA, etc.-
- Targeted programming for specific groups—all have representation in programming – that we are hitting every single group—people who pay taxes—30, 40 , 50s and – would love to come to social event here—instead of hanging out at bar- emphasis on social
- Monthly vendor of the week – come in to have their work/products here
- More AI- but still provide welcoming atmosphere – we want patrons to utilize automation, but we want to have balance for human connection
- Having more activities for school students in the afternoon to take pressures off staff
- More full-time staff would support programming – could offer more robust programming

By the close of the staff workshop, the employee group recommended the following concentration of service initiatives.

Priorities that received most votes

- Satisfy Curiosity: Lifelong Leaning – 10 votes
- Stimulate the Imagination: Reading, Viewing and Listening for Pleasure – 10 votes
- Visit a Comfortable Place: Physical and Virtual Spaces- 10 votes
- Celebrate Diversity: Cultural Awareness—9 votes
- Know your Community: Community Resources & Services – 9 votes

Less than 9 votes

- Understand How to Find, Evaluate and Use information Fluency – 8 voters
- Connect to the Online world: Public Internet Access – 7 votes
- Be an Informed Citizen: Local, National & World Affairs – 6 votes
- Welcome to the United States: Services for New Immigrants – 6 votes
- Create Young Readers: Early Literacy – 5 votes
- Get Facts Fast: Ready Reference – 5 votes
- Learn to Read and Write: Adult Teen and Family Literacy – 5 votes
- Succeed in School: Homework Help – 4 votes
- Express Creativity: Create and Share Content – 3 votes

- Discover Your Roots: Genealogy & Local History- 2 votes
- Make Informed decisions: Health, Wealth and other Life Choices – 2 votes
- Make Career Choices: Job & Career Development – 1 vote

After careful consideration of input from the CAC and the community survey, as well as feedback from staff and library officials, the Board of library Trustees approved the following strategic initiatives for the coming planning cycle.

1. **Stimulate the Imagination: Reading Viewing or Listening for Pleasure**

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

2. **Satisfy Curiosity: Lifelong Learning**

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

3. **Provide a Welcoming Environment: Physical and Virtual Spaces**

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

4. **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.

5. **Know Your Community: Community Resources and Services**

Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations

These five service priorities will guide the Library in developing the strategic initiatives for library service during fiscal years 2020 through 2024, via the development of Fiscal Year Action Plans.

Our Mission & Vision

Mission Statement
Shrewsbury Public Library provides a welcoming space, resources and expertise to support the recreational, learning and enrichment needs of all its users.

Vision Statement
Shrewsbury Public Library will be a vibrant community hub, welcoming people of all ages and backgrounds to engage in intellectual pursuits, to access information and technology resources, to enjoy leisure activities and to build community connections.

Our Values

SPL is Focused on Customer Needs
- We are responsive to user requests
- We encourage staff to anticipate user needs and emerging service trends
- We encourage our creative and skilled staff to be innovative in responding to the needs of the community
- We provide a diverse selection of programs, services and materials to meet user needs
- We strive to provide friendly personalized and flexible service
- We plan for the future and work continually to improve our services, programs and collections to ensure that we meet the changing needs of our users

SPL Supports Access for All
- We believe information, services and collections should be available to all
- We believe that the library must have materials, programs and collections that represent divergent views, that we must serve both the minority and the majority
- We provide robust online services and keep pace with advances in technology as a means to assure broad access
- We provide diverse formats and delivery methods to assure access for all

SPL is Community Centered

- We take pride in the library's role as an integral part of the community

- We work together with the community to serve the interests of all people
- We value our town's diversity and reflect that diversity in our services, programs and collections
- We strive to make all users feel welcomed
- We encourage cooperation with other agencies and individuals in the community
- We recognize that community support is vital to our mission

SPL Respects Library Users, Library Staff and the Community
- We provide the highest quality services possible with the resources available
- We strive to tailor services to individual needs
- We pledge to maintain privacy and confidentiality
- We treat all people fairly
- We communicate openly and reliably with our staff, our users and our community
- We make efficient and effective use of funding
- We value staff skills, experience and passion for their work

STRATEGIC INITIATIVES

GOALS & ACTIVITIES

SERVICE PRIORITY #1: CELEBRATE DIVERSITY: CULTURAL AWARENESS

GOAL 1A: To Offer programs, services and resources that celebrate our community's diversity

OBJECTIVE A: Create three culinary based programs focused on cultural traditions each year

- Involve English Conversation Circle, engaging their members and instructors
- Investigate joint programming options with area restaurants and grocery stores
- Investigate options with area cultural groups
- Offer cooking competition for teens with an ethnic food focus

OBJECTIVE B: offer multicultural programs to celebrate various ethnicities and cultures

- Offer sampling of holiday celebrations around the world, throughout the year
    - Offer four multicultural programs for adults each year
    - Offer three multicultural programs for children each year
    - Offer two multicultural programs for teens each year
- Invite speakers, performers,, etc. from various cultures to perform at the library
- Integrate literature and movies from various cultures in to book group, story time, craft and other library programs

OBJECTIVE C: Encourage staff participation in and partnerships with community groups

- Visit and/or contribute to Shrewsbury Diversity Coalition, Beijing Chinese Language School, Al Hamra or other cultural agencies.
- Support school based cultural activities

GOAL 1B: Broaden programming and collection resources beyond ethnic diversity. Build resources to support other minority groups such as the deaf community, LGBTQ community, etc.

- OBJECTIVE A: Offer two programs that serve other minority groups each year

GOAL 1C: Encourage community dialogue on topics of diversity, culture, politics and town priorities

- OBJECTIVE A: Offer three community engagement programs each year
    - Offer one program on a local topic each year
    - Offer one program on a cultural or diversity topic each year
    - Offer one program on a political topic each year

SERVICE PRIORITY #2: KNOW YOUR COMMUNITY; COMMUNITY RESOURCES AND SERVICES

GOAL 2A: To become community information hub for the people of Shrewsbury

OBJECTIVE A:

- Create Information & Referral service on community organizations
- Recruit MLIS intern or volunteer to build database to launch this service
- Contact all community organizations to gather basic contact and organizational information
- Create online structure for collecting and maintaining such data
- Create promotions to advertise this to community groups and potential users.

OBJECTIVE B:

- Research options for accessing information on local agencies and services, i.e. tutoring services, daycare services, educational and learning opportunities for adults, etc.
  - Determine best method to curate this information for public
  - Train and information staff on information available
  - Continue to monitor patron requests for information on area services, continuing to expand and improve these information resources.
  - If suitable, develop webpage/links on local agencies, services and resources

GOAL 2B: To have community members' support and contribute to information resources at Shrewsbury Public Library

OBJECTIVE A: Promote library's role as information hub to the community

- Provide means for groups and associations to easily contribute information and content to Information and Referral Services
- Develop webpage/links on local agencies, services and resources
- Host annual Community Information Fair, where community groups can distribute information, hold meet & greet with community members

GOAL 2C: Ensure that Library Programs and Services are advertised broadly in various publicity forums

OBJECTIVE A: Post four social media posts about services, programs or library related topics each week
- Identify/create and post one item per week on children's services or news
- Identify/create and post one item per week on teen services or news
- Identify/create and post one item per week on adult services or news
- Identify/create and post one item per week on general library services or news

OBJECTIVE B: Expand program advertising beyond library newsletter. Create press releases for area print and online newspapers and list serves for at least 50% of library programs each month

GOAL 2D: Develop staff capacities and skills on helping patrons find information about the town

OBJECTIVE A: Research and determine best vehicle or method to collect and curate town information
- Create planning team representing staff from reference, children's, teen and adult services departments
- Team will conduct research on methods and tools used by other libraries to curate local information
- Team will make recommendations for implementing methods or tools to curate local information

OBJECTIVE B: Provide training opportunities for all staff on assisting patrons with town information

SERVICE PRIORITY #3: STIMULATE THE IMAGINATION: READING, VIEWING AND LISTENING FOR PLEASURE

3A GOAL: To improve collections for the public and make it easier for patrons to find items they are seeking.

OBJECTIVE A: Improve Collection Development (CD) skills of all staff involved in selection

- investigate options for providing CD training to all staff involved in selection of materials
- Schedule four CD training sessions per year
- Continue to assess and modify training and development opportunities for selection staff
- Assign and disperse CD responsibilities to a broader group of staff, focusing on those who have specific topic interests.

OBJECTIVE B: Increase Readers Advisory (RA) Skills of all staff

- Investigate options for providing staff with RA training
- Inform and train staff on RA resources available to them
    - Highlight RA sources at staff meetings
- Consider forming an RA Team to build in-house expertise, and train other staff

OBJECTIVE C: Increase Funding for materials

- Create public awareness campaign regarding challenges of materials funding
- Investigate campaigns/ advocacy materials of other libraries for increased funding for library materials
- Assess grant opportunities that have significant components for materials funding

OBJECTIVE D: Improve material displays

- Assess and investigate layout, location and furniture for displays
- Develop plan to integrate more materials displays
- Assess collection displays in other libraries, bookstores, etc.

OBJECTIVE E: Assess collections and weed and build specific topic areas as needed

- Assess, weed and build audio book collection
- Assess, weed and build movie collections
- Assess weed and build classic literature collection
- Assess weed and build adult Fiction collection

OBJECTIVE F. REASSESS HOLDS/COPY RATIOS IN COLLECTION DEVELOPMENT POLICY

- Assess current adherence to holds/copy ratio guidelines
- Research other methods of meeting demands for high titles
- Confirm current ratios or institute new ratios, as determined appropriate

OBJECTIVE G: Assess arrangement of all collections to determine any capacity for increased back stock titles

- Create usage reports for all collections, to aid in assessment
- Assess opportunities for moving and rearranging collections, adding shelving, etc.

OBJECTIVE H: Provide means for patrons to easily make collection recommendations

- Create request slip that includes both specific title requests and general topical recommendations
    - Make available in print and online
- Conduct public survey on collections
    - Include communications regarding limited funding
    - Seek any commonalties on user perceptions and needs.
    - Develop plan to address those perceptions and needs

OBJECTIVE I: Highlight digital collections, increasing user knowledge of collections available and providing increased support on use of such collections

OBJECTIVE J: Consider loaning E-readers to meet demand for complete collections of series titles

- Assess if on demand downloads of series is a viable option
- Determine if pre-loaded readers with series would meet demand
- Promote program for fans of series titles

OBJECTIVE I. Build and/or strengthen inclusive collections that reflect diverse populations
- Build stronger LBGTQ Fiction Collections
- Build stronger Christian Fiction Collections

OBJECTIVE J: Improve Literary Fiction Collections
- Assess current collections and build back titles as needed
- Add focus on Literary Fiction in future purchasing

3B GOAL: Expand formats of collections to maximize access to materials and information.

OBJECTIVE A: Continue to grow e-book collection in a manner that best follows the collection development policy.

OBJECTIVE B: Regularly assess new e-book platforms to determine if they could add value to the Library's e-holdings.

OBJECTIVE C: Attempt to provide popular or significant titles in as many formats as possible, including print, audio, e-book, and e-audio.

SERVICE PRIORITY #4: VISIT A COMFORTABLE AND WELCOMING PLACE: PHYSICAL AND VIRTUAL SPACES

GOAL 4A: To make patrons who visit and use the library feel it is a place that is pleasant, simple to use and welcoming.

OBJECTIVE A: Assess noise level norms throughout the building.

- Consider unique spaces and activities that currently take place on each floor and in each area of the building
- Engage staff and public in discussion of the issue
- Identify and develop set of recommendations for any changes
- Investigate options for glass doors to second floor Quiet Reading Room
- Consider ramifications of changing Group Study Room # 218 to quiet use only

OBJECTIVE B: make policies easy to understand and user focused

- Develop schedule for more frequent review and updates
- Integrate public into review process, as possible

OBJECTIVE C: Provide welcome for new patrons

- Reinstate welcome packets
- Consider periodic new user and/or "power-user" workshops

OBJECTIVE D: Make it easy to navigate building and use collections

- Assess all signage, simplifying where possible and adding signage as needed
- Assess all labelling on materials, reducing or adding as needed

OBJECTIVE E: Make First Floor Reading Room more conducive to quiet conversation

- Investigate options for removing tables from large first floor reading room and replacing with more comfortable chairs.

- Investigate options of moving those tables to other locations, such as Science Fiction Reading Room or Adult Fiction/Holds area

Goal 4B: Provide intuitive, useful databases and web tools to help patrons comfortably navigate digital information.

OBJECTIVE A: Perform annual assessment of current databases and web tools to ensure those offered are providing best value to patrons.

OBJECTIVE B: Regularly speak with vendors and other libraries to learn about new databases and web tools that might significantly benefit patrons.

GOAL 4C: To make it easy to use and find information on the library website

OBJECTIVE A: Improve website usability

- Develop schedule for more frequent review and updates
- Create plan for simplification
- Consider contracted consulting services for assessment and recommendations for improvement

GOAL 4D: To increase library hours

OBJECTIVE A: Obtain funding to increase staffing to accommodate increased hours

- Research desired schedule increases with staff and public input
- Assess hours at libraries in nearby communities
- Make recommendation for hours change to Board of Library Trustees
- Create budget request to fund additional staff resources needed for implementation of schedule change

GOAL 4E: To address overflow parking, provide cross walk from upper parking lot to church lot

OBJECTIVE A: Advocate for addition of crosswalk at top of lot to any plans for state improvements to route 140.

- Work with Town Engineering/Planning Deportments to affect change

GOAL 4F: Provide opportunity for new or regular users to learn more about accessing library services

OBJECTIVE A: Host quarterly "Get to Know Your Library" coffees, run by a rotating list of employees, paired with a library volunteer

- Develop tour guide curriculum
- Assign and train staff on program
- Schedule quarterly coffees
- Advertise, with special attention to non-users

SERVICE PRIORITY #5: SATISFY CURIOSITY: LIFELONG LEARNING

GOAL 5A: To provide learning opportunities for all for children, teens, adults and seniors.

OBJECTIVE A: Conduct a community reading project, that has activities for all ages

OBJECTIVE B: Partner with other organizations to promote learning opportunities for all ages

OBJECTIVE C: Respond to changing and growing demand for children's services

- Create a parent advisory board to advise on children's programs, services and policies
- Visit other libraries and conduct literature research on changing programs for children
- Improve staffing levels for children's services
- Seek funding to introduce new activities and programs

OBJECTIVE D: Expand learning opportunities to include more series based programming (instead of one time programs on a given topic)

OBJECTIVE E: Expand print and electronic collections that support lifelong learning

GOAL 5B: Integrate more educational programming in to children's program selections

OBJECTIVE A: Conduct a STEAM related program for children and or families once per month

OBJECTIVE B: Conduct multi-cultural programming led by members or community

OBJECTIVE C: launch children's book group

GOAL 5C: Increase evening and weekend programming for children and teens

OBJECTIVE A: Identify options and resources (paid staff, contact employee or performers) to facilitate evening and weekend programs

OBJECTIVE B: Conduct monthly Saturday story time programs

OBJECTIVE C: Conduct monthly evening story time programs

GOAL 5D: Include more literature and reading based programs for teens

OBJECTIVE A: conduct peer research to learn of literature and reading based programs at other libraries

OBJECTIVE B: Present ideas about possible new literature and reading based programs to SPLAT and/or other teen groups

OBJECTIVE C: launch two new literature and reading based programs, adjusting and revising as needed

GOAL 5E: Enhance the learning experience of library visits for children and families

OBJECTIVE A: Develop a robust collection of children's educational and recreational toys and resources that adhere to current learning theory for young children, for use both within the library and at home

OBJECTIVE B: Add toys and learning manipulatives to the children's courtyard, to enhance the outdoor learning experience

OBJECTIVE C: Improve staff understanding and skills in using methods of play learning, as described in in the Mind In The Making and other research-based play programs

OBJECTIVE D: install sensory components to physical space and integrate sensory elements into library programs

GOAL 5F: Enhance the learning experience of library visits for children and families

GOAL 5G: Explore opportunities for bringing library programming out to the community

OBJECTIVE A: Consider use of staff, volunteers or paid contract performers to conduct programming offsite.

GOAL 5H: Promote technological and digital literacy among patrons

OBJECTIVE A: Offer 4-6 technology classes per season to educate patrons on various digital concepts and services, especially those offered by the Library itself.

OBJECTIVE B Provide physical handouts for as many of the Library's digital services as possible.

OBJECTIVE C: Maintain tutorial videos on the Library's website covering the use of as many digital resources as possible.

OBJECTIVE D Train all staff who work at the reference desk to be able to provide explanations of the Library's various databases and e-book platforms.

GOAL 5I: Continually provide new technology for patrons to explore

OBJECTIVE A: Regularly read professional publications and blogs, speak to vendors, attend professional conferences, and speak with other librarians in order to learn about new technologies that could be successfully utilized in the Library, budget allowing.

OBJECTIVE B: Ensure software available on public PCs is regularly updated and that new software is added as needed.