

**WATERTOWN FREE PUBLIC LIBRARY**  
**LONG RANGE PLAN**  
**FISCAL YEAR 2012 – FISCAL YEAR 2016**

**INTRODUCTION AND METHODOLOGY**

The planning process that culminated in this Long Range Plan document began in January, 2010. The Board of Library Trustees approved a process for developing the plan and instructed the Library Director to solicit applications from the community to be part of a long range planning committee. The resulting committee was comprised of the following members:

**Library Trustees**

Michael Hanlon, Chair  
Gracemarie LeBlanc, Vice-Chair  
Raya Stern, Treasurer  
Katherine Button, Secretary  
Anna Kuwabara  
Timothy Tracy

**Town Council Representative**

Cecilia Lenk

**Library Staff**

Leone Cole, Library Director  
Beverly Shank, Assistant Director  
Caitlin Browne, Children's Librarian

## **Community Members**

Nicki Famiglietti

Sandra Lampert

George Lausch

Steve Nichols

Pia Owens

Brian Worobey

Prior to the first meeting of the long range plan committee, three staff meetings were held to involve the staff in the planning process. Thought-provoking questions were asked of the staff and they came up with insightful comments and suggestions through brainstorming. This information became the jumping-off point for the committee.

From the first meeting, the committee was enthusiastic about gathering as much information as possible in order to produce a useful and relevant plan for the library. Three subcommittees were formed to this end: focus group subcommittee, technology subcommittee, and demographics subcommittee.

The focus group subcommittee held several focus groups to gather information from various community groupings (e.g. senior citizens, middle school children, etc) and from the general community. Questions included what people liked and disliked about the library and what the library should look like in five years. Ora Grodsky, a local strategic planning consultant, generously donated her services to the committee and taught us how to conduct effective focus groups.

The technology committee looked at the library's existing technology and gathered information from outside sources including the Town of Watertown and the Minuteman Library Network in order to make technology suggestions for the plan.

The demographics subcommittee gathered information from a variety of sources about the current makeup of the community as well as future trends.

An online survey was available on the library's website throughout the planning process. 380 responses were recorded.

In addition to the subcommittee meetings, several full committee meetings were held as well. At each of these meetings, members held discussions on various aspects of library services, and many helpful ideas emerged.

Once most of the information was gathered, we invited a speaker to help us synthesize the data so that the writing portion of the plan could begin. Nancy Rea, formerly with the Board of Library Commissioners, facilitated the meeting with exercises that put a framework around the work that had been done and encouraged the members to identify the most important ideas that needed to be included in the plan.

Once a draft was written, it was sent to the long range plan committee and the staff for their comments and suggestions. The final plan was approved by the Trustees on September 28, 2010.

## **MISSION STATEMENT**

Watertown Free Public Library holds a unique place in our community.

Our Library offers:

- a place to meet and connect
- a place to learn and stay informed
- a place celebrate and enjoy diversity
- a place to explore ideas and appreciate their creators
- a place to preserve and promote our community's history.

It welcomes and serves all people.

## GOALS, OBJECTIVES, AND FY2012 ACTIVITIES

### Goal 1 Our library is a community hub where people meet, interact, explore, and learn in a welcoming and supportive environment.

Objective 1 Library policies will be reviewed and updated (FY2012 – FY2016).

FY 2012 Activity 1 The Administration, with input from staff, will review library policies and recommend changes to the Library Board of Trustees.

Objective 2 The Library will continue to provide a wide range of programs for all ages (FY2012 – FY2016).

Each public service department will continue their regular programs (see list below). Beginning in FY2012, they will add the programs listed below as FY2012 activities.

The Children’s Department currently holds these regular programs:

Storytimes: baby/toddler, preschool, pre-kindergarten

Spanish storytime

Music for preschoolers

Crafts for preschool through 5<sup>th</sup> grade

Movies for parents

Movies for kindergarten through 5<sup>th</sup> grade

Science programs for kindergarten through 5<sup>th</sup> grade

Book discussion for 1<sup>st</sup> through 5<sup>th</sup> grade

Chess club

Dog reading partners

Gaming programs for kindergarten through 5<sup>th</sup> grade

Comprehensive summer reading program

The Teen Department currently holds these regular programs:

Videogame tournaments

Movie afternoons

Book discussion groups

Teen read week

Community service opportunities

Teen advisory board

Craft programs

Booktalks in the schools

Summer reading program

The Adult Department currently holds these regular programs:

Knitting group

Scrapbooking group

Online job search classes

Computer classes (intro to Word and Intro to Excel)

Two book discussion groups

Annual One Book One Watertown program

Book delivery for the homebound

- FY2012 Activity 1      The Children’s Department will conduct technology workshops
- FY2012 Activity 2      The Children’s Department will conduct multicultural programs that include stories and music
- FY2012 Activity 3      The Children’s Department will conduct storytimes in languages spoken in Watertown
- FY2012 Activity 4      The Children’s Department will facilitate a parent workshop/training
- FY2012 Activity 5      The Teen Department will conduct an online book discussion group
- FY2012 Activity 6      The Teen Department will participate in Teen Tech Week
- FY2012 Activity 7      The Teen Department will collaborate with outside agencies who serve teens, including the schools, Police Department, and the Boys and Girls Club
- FY2012 Activity 8      The Teen Department will conduct programs for tweens
- FY2012 Activity 9      The Adult Department will host at least one author program
- FY2012 Activity 10      The Adult Department will sponsor a networking/support groups for the unemployed
- FY2012 Activity 11      The Adult Department will conduct at least one social networking workshop
- FY2012 Activity 12      The Adult Department will host a concert series
  
- Objective 3      The Library will provide exhibit space for area artists to display their work (FY2012 – FY2016)
  - FY2012 Activity 1      The gallery coordinator will actively seek out, book, and publicize exhibits for the coming year
  
- Objective 4      The Library will provide meeting space for community gatherings (FY2012 – FY2016).
  - FY2012 Activity 1      The room booking calendar will be upgraded and integrated with the library event calendar
  
- Objective 5      The Library will continue to support the operation of a café within the Library

**Goal 2 Our Library is the primary source for local information, both current and historical.**

- Objective 1 The local history librarian will implement the plan for digitizing local history materials (FY2012 – FY2016).
- Objective 2 Adult Services Department staff will maintain and expand the Community Information Database and publicize in various media (FY2012 – FY2016).
- Objective 3 A cross-departmental task force will develop and implement a local information portal (e.g. Skokienet)(FY2012-FY2016).
  - FY2012 Activity 1 The web master will develop and implement an integrated Library/Community calendar
  - FY2012 Activity 2 A task force will investigate the possibility of implementing a system to allow town-wide meeting room reservations
  - FY2012 Activity 3 The website will be upgraded to allow for community groups and individuals to post news and comments
- Objective 4 Space will be provided in the library for current local info (FY2012-FY2016).
  - FY2012 Activity 1 A large street map of Watertown and MBTA information will be posted on the bulletin board on the first floor
  - FY2012 Activity 2 Display areas will be made available for community organizations
- Objective 5 Designated library staff members will liaise with interested groups to identify the possibilities of coordinated collection, storage and dissemination of local historical information.
  - FY2012 Activity 1 A meeting will be held to gauge interest in a coordinated approach to local history

**Goal 3 Our Library recognizes and responds to the needs of the community and fully supports equal access to information.**

Objective 1 The Library will provide mechanisms for gathering/soliciting input from the community (FY2012-FY2016)

FY 2012 Activity 1 Library staff will regularly seek input by posting print and online surveys

FY 2012 Activity 2 The webmaster will implement a streamlined and more obvious way to recommend materials purchases

FY 2012 Activity 3 Suggestion boxes will be made available in the building and on the website. Suggestions will be reviewed regularly by library staff.

FY2012 Activity 4 Library Trustees and Administration will hold regular informal public “office hours”

Objective 2 Library staff will develop and implement effective and efficient collection development strategies that are responsive to community demand and maintain collection quality (FY2012 – FY2016)

FY 2012 Activity 1 Selectors will review purchase alerts at least weekly and purchase one item for every four requests

FY2012 Activity 2 Public service departments will prepare displays, booklists, etc. in order to highlight collections

FY2012 Activity 3 The Adult Department will, with the input of all staff, produce a quarterly staff picks list

FY 2012 Activity 4 New items will be on shelves within 4 days of receipt

FY 2012 Activity 5 The Supervisor of Technical Services will analyze the ordering and processing systems and make any necessary changes to make the system more efficient

FY2012 Activity 6 Public service departments will conduct a systematic analysis of their collections using all available tools in order to determine the relevance to the community of those collections. Any necessary adjustments to the collections will be made.

Objective 3 Library staff will conduct ongoing review/addition of new formats (FY2012 – FY2016)

Objective 4 Public service departments will strengthen, enhance, and highlight readers’ advisory services (FY2012 – FY2016)

- FY2012 Activity 1      All public service staff will receive readers advisory training, including a review of all online readers advisory tools
- Objective 5      Public service departments will develop and implement strategies to educate library users in analyzing online information sources.
- FY2012 Activity 1      The public service departments will each develop an online video highlighting this aspect of library service
- Objective 6      Public service departments will develop and implement programs to teach library users to use the online catalog and databases.
- FY2012 Activity 1      Each public service department will hold regular programs to publicize databases and the catalog and to teach search strategies
- Objective 7      Library staff will work closely with Minuteman Library Network staff to provide a user-friendly interface to the catalog
- Objective 8      Library staff will monitor the state delivery system changes to be sure that Watertown continues to have daily delivery

**Goal 4 Our Library provides technology resources and training to ensure equal access to online information.**

- Objective 1 The Technical Services department will develop and implement a technology plan (FY2012 – FY2016)
- Objective 2 The webmaster will ensure that the website is compliant with international World Wide Web standards (W3C or other) (FY2012 – FY2016)
- Objective 3 Computer classes at beginner and more advanced levels will be offered (FY2012 – FY2016)
- Objective 4 One-on-one computer assistance will be available (FY2012 – FY2016)
- Objective 5 The need and feasibility of catalog computers in stacks and first floor will be assessed (FY2012)
- Objective 6 The assistive tech plan will be implemented and revised as necessary (FY2012 – FY2016)
- Objective 7 Library staff will investigate and add computer based learning tools (Ed2Go) to the collection
- Objective 8 The Technical Services department will provide appropriate mobile apps
- Objective 9 Library staff will evaluate the provision of various forms of hardware for patron use/circulation, such as gaming consoles, e-readers, etc.
- Objective 10 The Technical Services department will monitor public computing bandwidth and make recommendations for expanding as necessary
- Objective 11 The library will provide current, virus-free computers for public computing
- Objective 12 The library will provide a reliable wireless network with printing capabilities
- Objective 13 The library will provide various printing payment options

**Goal 5 Our Library Trustees, administration, and staff has the resources, knowledge, and skills to provide excellent library services to the community.**

Objective 1 Library staff will receive regular customer service training (FY2012-FY2016)

Objective 2 Library staff will receive technology training including all library equipment and downloadable materials

Objective 3 Library staff will receive regular diversity training (FY2012-FY2016)

Objective 4 Library staff will participate in regular meetings that focus on both current issues and long-range strategic goals (FY2012 – FY2016)

FY2012 Activity 1 Quarterly department/administration meetings will be held to discuss goals

FY2012 Activity 2 Monthly department head/administration meetings will be held

FY2012 Activity 3 Biweekly department head meetings will be held

FY2012 Activity 4 Two half day staff trainings/meetings will be held annually

Objective 5 Library Trustees, administration and staff will be encouraged to attend appropriate workshops, classes, and conferences (FY2012 – FY2016)

Objective 6 Administration will review staffing levels and configuration annually and make recommendations for changes to the Library Board of Trustees if warranted (FY2012 – FY2016).

**Goal 6 Our Library offers individuals and families who are non-native English speakers the resources to improve their English literacy and citizenship skills.**

Objective 1 The Literacy department will offer literacy and citizenship services in a wide range of options that are responsive to the needs of individuals and families (FY2012 –FY2016)

The FY2012 activities listed below are new initiatives.

The Literacy Department currently holds these regular programs:

6 evening ESOL classes

2 tutor trainings

2 workshops for tutors

1 citizenship class

2 introductory computer classes for English language learners

1 intermediate computer class for English language learners

2 computer review classes

Holiday party for students, teachers, and volunteers

End of the year picnic for students, teachers, and families

Ongoing tutor/student sessions

FY2012 Activity 1 The Literacy Department will conduct a job search workshop for English language learners

FY2012 Activity 2 The Literacy Department will conduct a financial literacy workshop for English language learners

Objective 2 Administration along with the Supervisor of Project Literacy will analyze the structure of the department in order to provide the best possible literacy services.

**Goal 7 Our Library provides facilities that are inviting, accessible, clean, well-maintained and available during hours of greatest convenience to the community.**

- Objective 1 Library Trustees and Administration will advocate for more open hours including Friday evening hours, full year Sundays and full-day Saturdays throughout the year
- Objective 2 Administration will analyze the need and possibility of adding more study rooms
- Objective 3 Library Trustees and Administration will advocate for more custodial hours
- Objective 4 Administration will develop and implement a preventive maintenance program for the building and grounds
- Objective 5 Administration will develop and implement a regular cleaning schedule that will ensure a clean building
- Objective 6 A review of the re-shelving system will be conducted with the goal of decreasing the amount of time materials wait to be shelved

**Goal 8 Our Library Board and Administration work to ensure adequate financial resources to meet community demand for library services and collections.**

- Objective 1 Trustees and Administration will submit budget proposals that meet the MAR and community demand (FY2012 – FY2016)
- Objective 2 Administration and Department Heads will pursue grant funding for appropriate services and collections (FY2012 – FY2016)
- Objective 3 Trustees and Administration will work with the Building Committee as they continue to raise funds from book sales in the café and other methods to strengthen library programs and services (FY2012 – FY2016)
- Objective 4 Trustees and Administration will work with the Friends of Project Literacy as they continue to raise funds to support Project Literacy (FY2012 – FY2016)

FY2012 Activity 1 Representatives of the Friends of Project Literacy will attend at least one Trustees meeting to discuss their fundraising efforts

**Goal 9 Our Library reaches out to the community to ensure awareness of library resources and services.**

Objective 1 Library staff will develop and implement a comprehensive marketing plan which includes effective use of social networking tools and increased email notifications (FY2012 – FY2016)

FY2012 Activity 1 Notices of upcoming events will be recorded and available in a voicemail box

Objective 2 Library staff will develop and distribute documentation on use of library resources, including home access to databases and home delivery and pickup (FY2012 – FY2016)

FY2012 Activity 1 Both print and online guides will be developed and made available widely

Objective 3 Library staff will develop multi-lingual resources with the goal of increased use of the library

Objective 4 The library website will include information and statistics that show the value of the library to the community

Objective 5 The library website will be reviewed annually to ensure usability and relevance

Objective 6 The web master will develop and implement an integrated Library/Community calendar

Objective 7 Library staff will identify groups who underuse the library and develop strategies to increase use