



Strategic Plan 2014-2017

Create, cultivate, collaborate.

Mission:

The Goodnow is the public library of Sudbury, MA.

The heart of the community, Goodnow is user centered, where ideas are shared and nurtured.

Goodnow is a gathering space for intellectual cultivation and social collaboration.

Adopted by the Library Board of Trustees, October 1, 2013

Acknowledgements

Above and beyond the valuable input of the staff and trustees, listed here are the community participants and advisors.

Community & Staff Planning Committee:

Cheryl Bashian, Library Volunteer

Deborah Galloway, Senior Center Director

Esmé Green, Library Director

Rosemary Harvell, Town Clerk

Margaret Helon, Parent and resident

Carol Hull, Library Trustee

Ingrid Mayyasi, President of the Friends

Mary McCormack, Executive Secretary, Selectmen's Office

Mary Serr, Development Administrator, Goodnow Library Foundation

Mark Thompson, Director of Town Information Systems

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Focus Groups

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Adult Focus Group

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Facilitators

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About Sudbury

Overview:

Sudbury is a community located approximately twenty miles west of Boston, along the major highways of Route 20 in the south and Route 117 in the north, and bisected by Route 27. Rooted deeply in history, Sudbury is known for Longfellow's Inn, including The Redstone Schoolhouse where Mary brought her little lamb, the Grist Mill and the Martha Mary Chapel. The town is also noted for its excellent domestic underground water supply, excellent schools and well managed government. Sudbury is one of the older towns in the New England area, being incorporated in 1639, and it has one of the oldest and longest-running open meeting forms of government.

Type of Government:

Selectmen, Town Manager with Open Meeting.

Population and Housing:

As of May 2012, the population was approximately 18,000 with almost 12,000 registered voters. There are about 5,500 households in Sudbury, with 92.2% being owner-occupied. About 50% of households have children under 18 living in them. There are 84 subsidized housing units in town. The town is overwhelmingly white (90.8%) with Asians as the largest minority (5.9%). Some 88% of Sudbury adults have a year or more of college; the median income is more than twice the state average, as is the median home price. Sudbury residents tend to be older than the state average (42.5 vs. 39.1), and the town has a larger than average number of those 65 and older (13.8% vs. 6.7%).

Schools:

Sudbury has four elementary schools, a middle school, and two high schools, Lincoln-Sudbury Regional and Minuteman Regional. None are located closer to the library than 1.5 miles. Most people use cars for transportation, as there is no public bus system. The main business areas in town are located along Route 20, and include grocery, restaurant, and other small retail stores.

Recreation Areas:

Recreation opportunities in town can be found at the Atkinson pool, the Senior Center, Teen Center, the Tot Lot, the supervised summer playground program, tennis courts and instruction, band concerts, the July 4th celebration, and facilities and programs for several sports such as baseball, basketball, soccer, hockey and ice skating.

Houses of Worship:

Baptist, Catholic (2), Congregational, Episcopal, Jewish (2), Lutheran, Methodist, Presbyterian, Unitarian.

Public Safety:

The town has full-time police and fire departments, and provides ambulance service to hospitals. The closest hospitals are Emerson in Concord, Marlborough Hospital in Marlborough, and Metrowest Medical Center in Framingham.

About Goodnow

Overview: The Goodnow Library is one of the busiest public libraries in the state for its size. Its holdings include more than 100,000 books, magazines, DVDs, and CDs. Goodnow patrons checked out more than 400,000 items in 2012; demand for the library's materials rose by more than 4.6 % over the preceding three years. With the implementation of RFID in 2011, the Library now has the means to count foot traffic. The monthly average was 14,728 for 2012. There has been a 5-6% annual increase in foot traffic in the past three years. Goodnow is one of 42 libraries in the Minuteman Library Network.

Staffing: There are approximately 28 people on staff, with a full time equivalent count of 14. There are 4 full time staff and the remainder are part time. Of those part time, 5 work 20 hours or more and the others work between 8-17 hours per week. Although there has not been a need for layoffs, the number of staff has remained static for many years despite increased use of the library and a steady growth in the town population. Additionally, part-time benefits of two positions have been lost during personnel changes.

Programming: There is currently limited programming for adults and young adults. Most of the library's programs are sponsored by the Friends of the library and the Children's department. The Friends host Sunday afternoon series of lectures and performances for adults, and there is one book group offered for adults in the evening. The children's room offers book groups for 4th and 5th graders, story times, crafts and movies for young children, a therapy reading dog, a sing-along once a month, a summer reading program and various seasonal program events. In 2012, more than 7,000 children and caregivers attended children's programs, and approximately 300 attended Friends, adult and young adult programs combined.

Circulation Patterns and Collections: The average number of items checked out in a month is 29,635, with 70% checked out at the self-check stations. Of the total, approximately 38% is children's material and 5% young adult. On average, the library registers approximately 56 new patrons a month. Materials are for all ages, specifically, 0-6th grade (children's), 7th-12th grade (young adult), and adult in all formats: books, DVDs, audiobooks, e-books, music CDs.

Hours: The library is open an average of 265 hours per week, Saturdays year round and Sundays during the school year.

Regular		Summer	
Mon-Thurs	9-9	Mon-Thurs	9-9
Fri-Sat	9-9	Fri	9-5
Sun	2-5	Sat	9-1
		Sun	Closed

Website and Computer Use: The library offers free computer use and Wi-Fi. Currently, there is no way to measure use, but anecdotally, we observe many people using laptops daily, as well as our desktop computers. The website receives approximately 9,000-10,000 hits a month, but it is in the final stages of being redesigned for a better user experience.

Assessment of User Needs

Below is an outline of the results from the surveys, focus groups, and community and staff meetings.

Increased Programming: Sudbury residents would like to see a variety of events for children, teens and adults. They would like to attend workshops on computer instruction, workforce re-entry, literacy for all ages of children, and opportunities for middle school and high school students to not only get help with homework, but also have a place to gather and relax in a welcoming and safe environment. Currently we have some meeting space, but limited staff inhibits the amount and variety of programming we can offer.

Comfortable Gathering Spots: The community assessment indicates that people want comfortable places to work and socialize. People responded that they want more comfortable furniture, so they can read to their children, have a cup of coffee with a friend or meet for business purposes. As it is currently, patrons do not feel comfortable bringing in a cup of coffee and the comfortable, conversation-encouraging furniture is limited. People would like to sit on the patio but there is no furniture and the space is not set up to feel accessible.

E-Books and E-Readers: There is rapidly growing demand and interest in e-books. Not only do people want access to more e-books, but they also want help using e-readers. They want to be able to borrow library devices with material loaded and explore new technology before purchasing their own. The library has recently added iPads for in-library use, but also needs to commit to buying e-readers for circulation and creating groups of titles that meet the reading interests of a variety of types of readers, including young people.

Guidance in Discovering the Collections: Many respondents indicated an interest in better ways to explore the collections. They want displays and lists that showcase new material as well as help them discover treasures in the older collection. There are few displays or booklists currently in the library. There have been increased displays over the past 12-18 months, but they are not consistent. We also need a way to receive suggestions and act on them. Suggestions include staff picks, patron picks, and titles on a theme so readers can discover an entire collection, not just new material. The ability to obtain new and popular material on hand ranked high in our surveys and focus groups, therefore, we will examine our purchasing methods to increase the availability of these items.

Enhanced Technology Infrastructure: Being affluent and supporting an excellent school system, residents see advanced technology in the library as a way to support their children's academic achievement and the community's success. Currently the library obtains its computers through the town through a trickle-down system. While this process keeps costs down, it means that the library is almost always using out-of-date computers for staff work as well as public use. This approach makes for an inconsistent experience for patrons who may be using a different software versions depending on which computer they use, or staff may be doing high volume circulation functions with an old and slow machine. Additionally, with the increase in use of mobile devices, the existing wireless network is unable to support current use, causing a slow internet speed for users.

Goals and Actions

GOAL 1: By the end of FY17 the Goodnow Library will be widely known as *the* gathering place for the community, where collaboration, cultivation of ideas and creating takes place.

Activity 1: make entering the library more welcoming, by redesigning New Book Area space with comfortable seating that encourages social engagement, physical displays of new material and a digital display of upcoming events and e-books from the library's collection

Activity 2: investigate ways to meet the increasing demand for meeting space

Activity 3: implement Phase II of the Children's area redesign, which will include furniture for interactive play and outdoor patio furniture

Activity 4: install a "FaceTime Booth" using an iPad and old phone booth, where patrons can come to make face time calls with friends and family

Activity 5: create a Maker Space (a community-operated workspace where people with common interests, often in computers, technology, science, digital art or electronic art, can meet, socialize and/or collaborate) in the Reference book area, and hold an annual Maker Fair

Activity 6: explore funding and staffing options to hire a part-time archivist to curate the library's historical collections

Activity 7: increase community volunteer participation

GOAL 2: By the end of FY17 the Goodnow Library will offer a variety of programming for all ages and be known for its responsiveness in offering programs of interest to the community.

Activity 1: offer a six-month series on re-entering the workforce for stay-at-home parents

Activity 2: offer drop-in programs for elementary-aged children

Activity 3: establish a Teen Advisory Board to offer programming by and for tweens and teens

Activity 4: in order to find new ways to use space, offer programming such as computer instruction and afternoon tea in the old Octagon or Historical Room

Activity 5: establish a book delivery service to homebound patrons with the Senior Center

Activity 6: participate in the Bridges Arts grant with Bridges Together to offer an intergenerational program series for children ages PreK to second grade and adults over 55

Activity 7: offer an adult learning series featuring scientific, technologic and cultural lectures

Activity 8: offer patrons the ability to suggest programming on an ongoing basis through a suggestion box or online form

GOAL 3: By the end of FY17 the Goodnow Library will be recognized as a venue for exploring the best and newest technological tools and for providing high-quality, free access to technology in the community.

Activity 1: upgrade the current wireless network to increase speed and reliability

Activity 2: complete the website redesign and develop an app to create accessibility to the website for mobile devices

Activity 3: implement loanable Kindles with title stacks on a variety of themes and genres for all ages

Activity 4: implement a program to measure use of computers by the public

Activity 5: add Macs to current array of public workstations

Activity 6: in collaboration with the Town Information System staff and the Technology sub-committee of the Goodnow Library Foundation, develop a comprehensive, sustainable technology plan for the library

Activity 7: implement loanable iPads

Activity 8: offer regular computer instruction, both formal and informal, by staff

Activity 9: offer regular opportunities for patrons to test drive new electronic devices, as well as offering instruction by staff

GOAL 4: By the end of FY17 library patrons will have an excellent awareness of all programs and services the library and its partners, the Friends of the Goodnow Library and the Goodnow Library Foundation offer.

Activity 1: arrange for Youth Services Librarians to visit schools annually to promote summer reading

Activity 2: engage teens in digital literacy challenges that relate back to library happenings

Activity 3: set up regular field trips from schools to the library for tours and information sessions

Activity 4: establish library card campaigns at elementary, middle and high schools by having Youth Service Librarians visit students at the schools

Activity 5: develop a marketing plan to continue to raise awareness of the library's resources among key constituents

Activity 6: increase subscription base of Goodnow's monthly newsletter

Activity 7: strengthen bonds with community stakeholders, such as PTOs and non-profit community organizations such that there is a two-way line of communication between them and the library

Activity 8: explore other community partnerships (e.g. media, Girl and Boy Scouts) to serve as library ambassadors to disseminate information, share new ideas, and encourage library use

Activity 9: set up regular meetings with school media specialists to coordinate communication about library resources, and to identify ways for the library to support the curriculum

GOAL 5: The Goodnow Library will continue to be known for having first-rate physical and digital collections, with access to new and popular material delivered quickly.

Activity 1: form a collection development committee made up of staff librarians to address all activities in this category

Activity 2: take advantage of online tools, such as BookLetters and a redesigned website that assist in patrons' discovery of the library's collections

Activity 3: investigate avenues to increase author visits

Activity 4: evaluate effectiveness of library signage and upgrade according to input and recommendations

Activity 5: rewrite the collection development policy to reflect changes in format and a more patron-focused approach to managing the collections

Activity 6: calibrate ordering practices and budgets so that more new and popular titles are available to browsing patrons

Activity 7: realign ordering practices as necessary to shorten or eliminate waiting times for high-demand material

Activity 8: increase in-library displays and lists so every patron has the opportunity to find something he or she wants to read in every area of the collection

Activity 9: migrate Sudbury Archives to new platform to increase accessibility and awareness of local history collection

Activity 10: expand e-book collection to meet demand

GOAL 6: The Goodnow Library will maintain its reputation for delivery of excellent customer service.

- Activity 1: complete and disseminate the policy and procedure manual to all staff
- Activity 2: implement a “No” log to identify areas where patrons are told no to a request or question by staff; the supervisory team will review the request, and investigate ways to change the library response to “yes,” if reasonable
- Activity 3: provide general library orientation and training to all new staff
- Activity 4: analyze training needs and provide all-staff training opportunities once a year
- Activity 5: facilitate communication by continuing to hold regular departmental meetings, all-staff meetings and an annual staff development day
- Activity 6: continue to evaluate staff workloads and re-allocate and maximize staff efforts
- Activity 7: promote visibility of premium online database subscriptions to students doing research

GOAL 7: Funding levels will be adequate to support staffing needs, building maintenance and technology advancements.

- Activity 1: the trustees and director will continue to advocate to the town for adequate funding, both in budget preparation and direct communication with the town manager and treasurer
- Activity 2: the director and staff will make a presentation to the town manager and selectmen on the value of the library, the challenges of maintaining relevance, and how the library has responded
- Activity 3: the library director and trustees will maintain excellent relationships and paths of communication with the supplemental funding agencies, the Friends of the Goodnow Library and the Goodnow Library Foundation
- Activity 4: the library director will participate in legislative advocacy efforts at the state level and as a member of the Minuteman Library Network

