

Action Plan Fiscal Year 2013 (July 2012-June 2013)

Legend - What do the symbols at the end of the action statements represent?

WHEN

A= Annually

M= Continuous. Maintain

T13 = Target Year FY11 (extending out through FY15)

% = Corresponds to assessment that might or might not be implemented based on results.

FUNDS

FE = Funded by Endowment

FF = Funded by Friends

FP = Funded by public funds (operating budget, long term capital)

FO = Funded by other sources(private grant, state aid, public grant)

FC = Funded through a combination of public and another source. In some cases, staff time is the public component, but all other aspects are private. Note that private funds are restricted to funding Enhancements.

KEY STAFF

LD = Library Director (as primary actor)

P= Staff with programming responsibilities (Director, Assistant Director, Childrens, Teens, Reference, or Technology)

All = All staff

Example: A:FP:All = Annually all staff as part of their regular responsibilities funded through the operating budget.

Special Note: This plan is meant to provide a general framework to guide the library management, staff, and support groups. Best laid plans might outline a specific strategy that when closer to that timeframe, upon the advantage of proximity, might require changes/adjustments.

I.Community learning co-op.

The GPL is the GO-TO portfolio of information, entertainment, research, and technology that people in Carlisle expect. COLLECTIONS & SERVICES

Key: **Discovery**

A. Our broad collections sustain the needs and nourish the minds of our patrons.

- Our collection development policy will be reviewed annually and updated by all staff involved in selection and cataloging. A:FP:All
- All staff will participate in displays, create reading maps (reading guides, read alikes), and contribute suggestions for purchases to the collection at least twice a year. M:FP:All
- Selection process, standing orders, budget and circulation figures will be reviewed each fall to improve use of resources. A:FP:LD

B. Put it in their hands – Fast! The library collection will support the reading, listening, and viewing habits of Carlisle patrons of all ages, from babies to sage seniors.

- GPL will make every effort to retrieve or purchase materials for patrons as quickly as possible. All ILL requests will be reviewed for purchase before request is initiated. M:FC:P
- Work with the MVLC, Virtual Catalog, appropriate ILL locations, BPL, and other networks to ensure that materials arrive quickly for patrons. M:FP:P

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- ❑ Displays will highlight materials in demand and encourage use of older but related/relevant materials. M:FP:All
- ❑ Improve and enhance the collection through the acceptance of donations and pursuit of grants and private funds. M:FC:P

C. The library will work in concert with schools, town departments, and organizations to support their research and informational needs.

- ❑ Children's department staff will connect with area daycares and preschools and reinforce the benefits of early language development and the resources and programs available at the library. M:FP:AD:P
- ❑ Children's department will partner with the schools to support curriculum needs, cultural extracurricular activities, and summer reading with strong collections and programming. M:FC:AD:P
- ❑ Teen librarian will partner with the CPS and CCHS to build collections and services that meet Carlisle tween and teen needs and provide support for curriculum and recreational needs. M:FC:P
- ❑ Librarians will partner with department heads and local organizations to ensure collections and programs meet individual goals and support their efforts for community learning. M:FC:P

D. The Library will provide proactive patron advisory services.

- ❑ Library staff locations and responsibilities at the desk will be assessed and physical space reoriented to provide proactive services to best highlight the breadth of the library's resources. Finish in early T13:%:FC:LD:All
- ❑ Display areas and locations will be regularly assessed and changed to attract the attention of patrons. M:FP:All
- ❑ Online displays, enewsletter, Facebook, and other social media will be used to connect library resources with patrons. M:FC:P

II. Welcome to Your place.

The Library will be a welcoming, safe, and useful environment accessible for all. BUILDING, EQUIPMENT, HOURS

Key: Equality

A. The library will ensure that the facility is open during convenient and consistent hours for the various user groups.

- ❑ Funds will be raised to add Sunday hours from 2 p.m.-5 p.m. January through April. Will repeat as funds permit. T13:FE:FF:LD
- ❑ As funds permit, hours will be shifted or added to high-demand hours. %:T12:FP:LD
- ❑ As feasible, hour cuts will be avoided. Any necessary cuts or shifts of hours will be made on hours used less frequently. %:T13:FP:LD
- ❑ Any additional reductions to budget must consider impact on all demographic user groups: volume, length of stay, how facility is used, and broader needs of town for shared usable space. %:FP:LD

B. The library virtual branch will be seamless 24/7 and support an online active community commons.

- ❑ Website, catalog, and digital collections will be on at all times. Digital collections will be prominently promoted. M:FC:P

- ❑ Library community commons, i.e. presence in social media, will be current and available at all times. M:FC:P
- ❑ Library wireless will be available at all times for use on library grounds and will be reviewed with local police each year to see if loitering on grounds is a concern. M:FC:P
- ❑ Update the technology plan to include strategies for all library hardware, software, and content requiring technology support/devices. A:FC:P
- ❑ Update the marketing plan to include current calendar, online, print, and signage strategies. A:FC:P

C. Ensure that all public and staff areas are welcoming, useful, and fun.

- ❑ Redesign the small children's computer room for multiple uses. F12:FE:FF:LD: All
- ❑ Complete a wall mural or installed art in this area. F12:FE:FF:LD:All
- ❑ Provide materials and supplies for regular drop-in crafts. F12:M:FF:AD:All
- ❑ Create spaces, online forums, and displays to highlight Carlisle children's accomplishments and creations. F12:M:FC:AD:All

D. All visitors will be welcomed and informed of our resources through a variety of communication methods.

- ❑ Information will be updated regularly on the library website. M:FC:P
- ❑ Signage will be posted throughout the library. M:FC:P
- ❑ A monthly newsletter will continue to be sent to all patrons, with special newsletters sent regarding specific interests. M:FC:P
- ❑ Print materials will be posted at area hot-spots, Town Hall, and schools. M:FC:P
- ❑ Press releases will be sent to the Mosquito and the Buzz, posted on ziptivity, and shared with other local newspapers. M:FC:P
- ❑ Special announcements will be made on COA program, CCTV, at department head meetings and Selectmen meetings. M:FC:P
- ❑ The Library lawn sign will be replaced with a permanent, changeable, aesthetically appropriate sign to highlight programs and services. FY11:FE:LD
- ❑ Participate in live broadcasting of library related programs, meetings and events as Town's technology affords. M:FC:P

E. The Library will be a welcoming environment with niches created to accommodate quiet study, small group meetings, and special events.

- ❑ All who grace the doors of the Library will be welcomed. M:FP:All
- ❑ Maintain a "community corner" with local organizational publications on display. M:FP:P
- ❑ Assess the usage of public areas and determine the cost and benefits of creating real separate physical spaces through infrastructure change, vs. rearranging space with furniture and signage. Complete in summer %FY13:FC:LD:All
- ❑ Assess the usage of staff areas and determine the cost and benefits of creating more accessible, ergonomic, and multi-functional physical spaces through infrastructure change, vs. rearranging space with furniture. %FY13:FC:LD:All
- ❑ Advertise the availability of the Hollis Room. M:FP:All
- ❑ Invite use of the Hollis Room for expanded programming, ie. play groups, coffee talk. M:FC:LD
- ❑ The library building, grounds, equipment, and property will be well cared for with adequate funds to support the demand on resources a well-used space requires.M:FP:LD
- ❑ Accept and solicit appropriate private funds, grants (public and private), in-kind donations, and volunteer time to maximize the use of the facility and grounds. M:FC:LD

- F. The library will foster and applaud serendipitous people connections.
- ❑ Library staff will offer proactive readers advisory when appropriate. M:FP:All
 - ❑ Small group discussions will be encouraged to meet at the library. M:FP:All
 - ❑ Events will be held on the library lawn at least three times a year to generate interest in the building and draw people inside. M:FP:P

III. Carlisle's Story

The GPL is a lead steward, collaborator, and communicator of Carlisle's unique history, people, and cultural identity. HISTORY & CULTURE

Key: **Loyalty**

- A. The library will communicate its role of collecting, archiving, and illustrating Carlisle history.
- ❑ Host exhibits and/or speakers of local interest annually. M:FC:P
 - ❑ Partner with the Historical Society and Town Hall to preserve records and share Carlisle stories as grant or private funds are available. FY13:FC:P
 - ❑ Publicize the collections, historical projects and themes, through library marketing. A:FP:P
- B. The library will develop a plan for the digitization of appropriate historical materials.
- ❑ Lead the effort to digitize the Wilkins scrapbooks. FY13:FC:P

IV. Come Together

The GPL provides opportunities for cooperative learning, civic engagement, and community gathering. PROGRAMS, COLLECTIONS, & SERVICES

Key: **Civility**

- B. The Library will provide a full and fully attended roster of programs for Carlisle's children and teens.
- ❑ Assess biannually the program plan and adjust to the needs of the audiences based on changing demographics, articulated patron input, and alignment with mission. A:FC:LD:AD:P
 - ❑ Continue to offer Story Times from infant through kindergarten age. M:FP:P
 - ❑ Offer book groups for school-age children as appropriate (1& 2, 3&4, TOGA). M:FP:P
 - ❑ Annually embark on 2 new special program concepts for children ages 0-8. M:FP:AD:P
 - ❑ Offer special story times with guests and/or teen-led readalouds/storytimes or crafts. %F11:FC:AD:P
 - ❑ Regularly convene TOGA and Teen Book Club. M:FC:P
 - ❑ Offer four special programs for tweens and teens per year. M:FC:P
 - ❑ Offer regular early release day films/events. M:FC:P
 - ❑ Assess to what extent the Library can be a satellite version of the CCHS Community Learning Commons at the GPL. %:M:FC:P
- B. The library will offer a range of information on topics of local interest to convene community discussions and social gatherings.
- ❑ Annually sponsor the community read, Cover to Cover. A:FF:P
 - ❑ Work with the Friends of the Library to bring in speakers and special programs two times a year. M:FF:P
 - ❑ Highlight the Susan Zielinski fund by offering at least one sponsored program a year. A:FE:P
 - ❑ Annually partner with the Council on Aging, Garden Club, Historical Society, and other organizations to offer programs of local interest. M:FC:P
 - ❑ Pursue program grants through the Cultural Council and other funding sources for programs that reach a broad audience. M:FC:P

- ❑ Allow and promote use of the Hollis Room as a venue for free, non-profit, individuals, and local activities that do not conflict with library functions. M:FP:All
- ❑ Announce community events in vestibules, with priority given to Carlisle events. M:FP:All
- ❑ Provide local organizational publications at the library in the “community corner.” M:FP:All
- ❑ Offer an annual program and corresponding display on a different country or sister town. A:FF:LD
- ❑ Embrace opportunities for volunteer led programming provided by Carlisle organizations and individuals. M:FO:LD

C. The Library will foster intergenerational gathering, civic engagement, and volunteerism.

- ❑ Recruit volunteers to carry out a variety of needed projects including landscaping, shelving, and program setup and management. M:FO:LD
- ❑ Accept at least ten high school/college interns/volunteers each year. M:FO:P
- ❑ Apply for at least four senior tax workers each year. M:FO:LD
- ❑ Appreciate and celebrate the many volunteers that contribute to the operations of the library. M:FO:LD

D. The Library will enable Carlisle to be information-fluent and able to find digital information with ease and discernment.

- ❑ Offer computer/technology mentoring with volunteer support. M:FO:P
- ❑ Offer at least two basic/intermediate technology trainings a year. M:FP:P
- ❑ Offer at least two workshops/programs on technology a year. M:FC:P
- ❑ Circulate relevant devices important to support content. Two new a year. M:FC:All
- ❑ Build physically and financially the infrastructure and resources necessary to support major technological upgrades as outlined in the technology plan. M:FC:P

E. The Library will engage the public, assess where Crowdsourcing will work, and seek advice, consulting, and communication to improve library services.

- ❑ Advisory groups goals (i.e. Children’s Advisory Committee, Technology Committee, Building Committee) and makeup will be reviewed and annually updated. FY13:A:FP:LD
- ❑ Converse with its patrons regularly through surveys, interviews, focus groups and on specific projects. FY13:M:FC:LD

V. A Love of the Word.

The GPL celebrates literature, independent thinking, and cultural literacy of all mediums through programs, displays, diverse collections, and information. PROGRAMS & COLLECTIONS

Key: Literacy

A. The GPL will advocate for the rights of library patrons and the Freedom to Read.

- ❑ Library management will develop policies that reflect Freedom to Read and the rights and privacy of library patrons. M:FP:LD
- ❑ News relating to state and national issues affecting library users will be shared with the public. M:FP:LD
- ❑ Encourage independent thinking by offering a range of viewpoints on subjects of interest. M:FC:LD

B. The GPL will emphasize literacy and language development and will ensure that all children find their place in the library.

- ❑ All staff will welcome children and their caregivers to the library and take great care to assist them. M:FP:All
- ❑ The Children's space will be presented as lively, energetic, and interactive, where sound is welcomed.
- ❑ The Children's collection will highlight a variety of subjects and provide readers advisory resources and lists. M:FP:AD:All

C. The GPL will actively highlight art, music, and drama.

- ❑ The Art at the Gleason Program, art receptions, and student art shows will be supported and promoted. M:FC:All
- ❑ At least one workshop/program a year will be art related. M:FC:P
- ❑ Host at least four music performances/programs a year. M:FC:P
- ❑ Hold one Readers Theatre or other dramatic event/performance. M:FC:P
- ❑ Offer regular crafts for children as part of story times and as drop-in. M:FC:P
- ❑ Offer occasional crafts for teens and adults. M:FC:P
- ❑ Engage in cultural activities and invite area organizations to help in this capacity through cosponsorships. M:FC:P

D. The Library will promote the value and pleasure of reading and libraries to the community.

- ❑ Host local and visiting authors at least two times a year. M:FC:P
- ❑ Plan and implement an annual Cover to Cover Community Read. M:FC:P
- ❑ Provide support to book groups in the community. M:FC:P
- ❑ Establish ways for individuals to share reviews about books through a regular online library book group, a leisure venue, or a book coffee talk at least four times a year. M:FC:P

VI. Empower People.

Library staff will be available with friendly, personal, and professional services to meet or exceed users' expectations. CUSTOMER SERVICE & TRAINING

Key: Positive Interactions

A. The GPL will provide a high level of public service in a kind, efficacious, and forthcoming manner.

- ❑ Staff will always present a friendly and professional disposition. M:FP:All
- ❑ Staff will respond to patrons' needs immediately and demonstrate excellent follow-through. M:FP:All
- ❑ Staff will be as proactive in the delivery of services as possible considering constraints. M:FP:All
- ❑ Staff will have a thorough knowledge of coworkers strengths to best assist patrons.M:FP:All

B. GPL will provide innovative and specialized services to meet patron needs.

- ❑ Special outreach will be performed to highlight niche areas such as investment, home improvement, technology, and genealogy. M:FP:P
- ❑ GPL will assess the potential for a fee-based or privately-funded research service to provide local businesses/consultants with specialized information and resources. %FY13:FC:P
- ❑ Emphasize the personal connection, trust, and loyalty between the library and patrons.M:FP:All

C. Ease of Use for patrons will be a top priority.

- ❑ Any changes to service areas, collection locations, website, technology or furniture use will go through an ease of use assessment (as per Equal Access grant). M:FP:All
- ❑ Staff and volunteer input will be sought on improving ease of use regularly, particularly as needs change. M:FP:All

VII. Effective Management

The GPL must maintain the trust this historical institution holds by efficient, effective, and professional management of the library's collections, personnel, facilities, and resources. MANAGEMENT & FINANCE

Key: Trust

A. The GPL will continue to be efficient, effective and responsive to Carlisle's needs through the development and implementation of operations, financial management, procedures, and policies.

- ❑ Library policies and procedures will go through annual review. A:FP:LD
- ❑ The annual report will be submitted to Town Hall to catalogue the programs, services, hours, and special programs offered. A:FP:LD
- ❑ The annual budget request will reflect an efficiently-run organization's needs and will ensure sufficient funds to operate the facility, support qualified staff and meet stated patron expectations. A:FP:LD
- ❑ The public will have ample opportunity to make suggestions to improve the library through annual focused/targeted surveys. A:FP:P
- ❑ The Technology plan and related fiscal and infrastructure will be updated annually and communicated to the appropriate funding bodies. A:FP:P
- ❑ Invite opinion and dialogue through suggestion box, email, enewsletter and personal conversations. A:FP:P
- ❑ Pursue funding from the Endowment and Friends to enhance the services supported through public funds. A:FC:LD
- ❑ Explore ways social networking tools can promote and connect dialogue about the library and community.

B. The GPL management will emphasize staff morale, applaud staff achievement, and encourage staff professional development.

- ❑ Hold at least four staff meetings a year, with appropriate celebratory events. M:FC:LD:All
- ❑ Trustees will be notified of staff achievements, celebrations and events so they may express their support to the staff. M:FC:LD
- ❑ Staff will participate in important town wide activities, such as the Old Home Day parade. A:FF:All
- ❑ One staff meeting will include a guest speaker/trainer focusing on an area of staff development. A:FC:LD
- ❑ All staff will receive annual performance evaluations completed with the Library Director. A:FP:LD
- ❑ Library Director will go through an annual performance review with the Library Board of Trustees. Every three years (FY15), or annually for the first two years of employment, the Library Director will receive a reverse performance evaluation by library staff. A:FP:LD
- ❑ Encourage all library staff to attend at least one professional meeting a year. M:FC:All
- ❑ Staff will be encouraged to self-train, train with other staff internally, or participate in professional training opportunities in technology, devices, and other areas related to their areas of responsibility. M:FC:All
- ❑ Encourage staff working over 20 hours to participate in user-group meetings and committees in network or professional associations. M:FC:P

- ❑ Library Director and Assistant Director will attend at least two professional meetings a year and actively participate in professional organizations. M:FC:LD:AD

C. Staff Job Descriptions will reflect the responsibilities of demands of the current positions and the true needs of the Library.

- ❑ All staff responsibilities and hours scheduled will be reviewed annually with adjustments made accordingly based on library needs and based on annual action plan. A:FP:LD
 - ❑ All library job descriptions will be reviewed every two years, with special attention to technology demands and accomplishments. A:FP:LD
 - ❑ Job descriptions or major schedule changes will be submitted to the Personnel Administrator and Personnel Board for review. A:FP:LD
 - ❑ Ensure the private entities supporting the Library (Friends, Endowment, grants, Memorial gifts, Trust Funds) have staff support by retaining a Special Assistant to the Director. M:FE:LD
 - ❑ Assess the community need and fiscal effectiveness of hiring an events coordinator or expanding the hours of current program staff to provide enhanced programming for the Gleason Public Library. If viable, proceed with position creation and hiring. FY13:FE:LD
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