Strategic Plan 2018-2022

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Introduction

The Goodnow Library is pleased to present the 2018-2022 Strategic Plan to the Sudbury Community and its library patrons. This is a five-year plan that sets the framework for creating a direction and vision for the library. This plan will help the library make decisions and allocate resources, which support the mission and goals for the future. The Strategic Plan will allow the Goodnow Library to re-imagine library operations, service and programs reflecting the needs and preferences of the community.

Many of the concepts from the previous strategic plan remain relevant today. The Goodnow Library still strives to be a relevant and valuable community providing a gathering space for intellectual cultivation and social collaboration. However, the future of libraries is still being questioned in today's technological environment. One of the models used to develop the library's strategic plan was the New York Library Association's Sustainability Initiative. The Goodnow Library strives to be a sustainable and resilient community resource and its future lies in its ability to revitalize its approach to traditional lending models while serving the community in new and innovative ways.

For the Goodnow Library to be truly sustainable, three benchmarks must be met. Also known as the Triple Bottom Line, they are being: 1.) Environmentally sound, 2.) Socially equitable, and 3.) Economically feasible. These are three cornerstones of creating not just a surviving library, but also a thriving one. Based on input from community members, these three concepts are vitally important and will be woven into the mission, vision and goals of the plan.

Essential to meeting challenges that face libraries today, there is an emphasis on core values. The Goodnow Library will focus on these five values over the next five years:

- Access
- Equity of service
- Education and Literacy
- Community
- Stewardship

The Goodnow Library is planning for a vibrant future for themselves and for their community. The library is committed to offering customer-focused service, emerging technologies, and provides flexible facilities to meet the needs of the community. Through the Strategic Plan, the library will remain relevant and continue to be a successful public service organization.

Acknowledgements

We would like to thank the following people for their support and feedback during the strategic planning process:

All the community members who responded to the library's two surveys: "Re-imagining the Second Floor" and "Goodnow Library Strategic Planning Survey;"

The Library Staff who participated in the professional development day dedicated to gathering input about the library's strengths, opportunities, aspirations and results, and developing plans for future library resources, services and programs.

Library Information

The Goodnow Library is a municipal department overseen by the Board of Library Trustees. The library serves a population of 18,192 (based on the Sudbury Community Profile, updated 6/10/2015). Sudbury has four elementary schools, one middle school and high schoolers can attend either the Lincoln Sudbury Regional High School or the Minuteman Regional High School.

The library is open an average of 58 hours per week, including 4 evenings until 9:00pm. The library is open Saturdays year-round and Sundays during the school year. There are currently 32 library staff, with a full-time equivalent of 16. There are 5 full-time staff and the remainder are part-time. The library is part of the Minuteman Library Network, a consortium of 43 libraries made up of 36 public libraries and 7 college libraries in the Metrowest region of Massachusetts. Materials are available from these libraries, as well as across the Commonwealth via a statewide delivery system.

In 2017, the Goodnow Library had over 161,000 visitors who came to find materials and attend programs. The largest endeavor was creating the library's makerspace through a renovation on the second floor. This was made possible through donations to the Goodnow Library Foundation. This space, named the "Sara Sherman NOW Lab" is designed primarily for the teens, and the growing demand for STEAM (Science, Technology, Engineering, Arts and Math) programs.

FY17 (July 1, 2016-June 30, 2017) Library Statistics:
Total Number of Holdings: 172,060
Total Circulation: 335,048
Circulation of eBook & eAudio: 25,045
Number of Adult Programs: 66
Attendance of Adult Programs: 1,129
Number of Teen Programs: 95
Attendance of Teen Programs: 1,006
Number of Children's Programs: 744
Attendance of Children's Programs: 25,044

Planning Process & Assessment of User Needs

In 2015 the Goodnow Library began its strategic planning process. Part of the community information gathering was related to the library's renovation of its second floor. A survey, "Re-imagining the Second Floor," was created to find out what library patrons do at the library (work, research, writing, reading, etc.), how they use the library space (computers, meetings, studying, etc.), and what they would like to be able to do at the library. While the renovation of the second floor has already begun, the ideas and feedback from this survey were important to consider as goals were developed for this strategic plan. There are some similar comments and feedback on this survey that were echoed in the Strategic Planning Survey done in May-June 2017. Such feedback included parking concerns, need for technology training, and finding a balance between quiet study/reading space and collaborative spaces.

On April 25, 2017, Deb Hoadley facilitated a staff discussion during the Annual Professional Development Day. The S.O.A.R. (Strengths, Opportunities, Aspirations and Results), a brainstorming exercise was conducted. The SOAR is an appreciative inquiry tool used to elicit information related to both current and future states of an organization. Most of this exercise was done in a large group, and then smaller, inter-department groups were formed to discuss how the library could strengthen the health and vitality of the community. Part of the small group exercise was to identify three steps they could take to achieve what they wanted to do. These steps were based on the library's past achievements, and its greatest assets (strengths). Staff also identified skills they would need in the future to reach these goals.

In summary, the staff identified these main aspirations:
- Community outreach
- Cultural diversity and inclusion
- Improved communication
- Foster environment of learning
- Community and civic engagement
- Protect the character of Sudbury

Steps to consider to reaching these aspirations:
- Programs and services for senior population
- Make people comfortable
- Diversify collection development

- Promote STEAM and technology classes and services (utilizing Makerspace/NOW Lab)
- Evaluate patron experiences, both in-person and online
- Improve collaboration with schools, community organizations and other town departments
- Create unity of action and common directions toward shared goals with the community
- Problem-solve parking issues
- Outreach services to teens
- Support entrepreneurs, local businesses and people working from home

Skills needed:
- Marketing
- Learning assistive and adaptive technologies
- Outreach
- Evaluation and assessment of resources, programs and services

Strengths and achievements to build on:
- Staff
- Facility and space
- Supportive community
- Current STEAM programming
- Circulation efficiencies
- Strong children's services
- Expanding program focus
- Hiring of Teen Librarian
- Goodnow Library Foundation and Friend of the Goodnow Library support

On May 2, 2017 the Steering Committee met with Deb Hoadley to review the staff meeting and develop next steps of the planning process. Potential focus group participants and individuals were identified to gather specific information related to their needs and preferences. A script was created to ensure continuity among the staff who would be conducting these interviews and focus groups. A draft survey was also reviewed and was to launch a week after the group met.

During the month of May, a Strategic Planning Survey was launched to gather community feedback. There were 401 responses. For complete survey results please see Appendix A.

Some of the common themes throughout the survey were:
- People use the library's website, especially for downloading online materials (eBooks and eAudios).
- Create a balanced environment at the library between where people can study and ready quietly and where people can gather to meet and work collaboratively.
- Create more comfortable places to relax.
- Inreased teen services and programs.
- Increase weekend hours.
- Lend non-traditional items related to hobbies, technology, and other interests.
- Solve the parking issue.
- Increase collaborations with schools, community organizations and town departments.
- Develop more comprehensive marketing and publicity of what the library has to offer.
- Continue to be open and inclusive; representing the whole community.
- Create ways for people to volunteer in the community and the library.
- Provide learning opportunities for all ages.

On July 10, the Steering Committee met for a second time to review the results of the survey and develop a mission, vision and goals based on all the information gathered. The draft plan was then created and reviewed by Director, Esmé Green. A final draft of the plan was presented to the Board of Trustees at their August meeting, and was approved during their meeting in September. The final plan was submitted to the Massachusetts Board of Library Commissioners by the October 1, 2017 deadline.

Strategic Plan 2018-2022

Library's Mission:

Improving lives through the power of information, ideas and innovation.

Library's Vision:

The Goodnow Library will:

- Be a primary resource for learning and literacy
- Be socially equitable and accessible to all
- Be a valued community partner
- Be proactive and responsive to community needs

Goals:

1. Support learning and multiple forms of literacies
2. Create a place that cultivates diverse ideas and innovation
3. Foster community connections
4. Provide high standards of customer experience
5. Develop sustainability initiatives

Goal 1: Support learning and multiple forms of literacies

Objective A: Expand children's programs and services
 Activity 1: Support early literacy to promote reading readiness.
 Activity 2: Investigate parent services supporting child development.
 Activity 3: Provide seamless connection among schools, families and the public library.

Objective B: Build stronger connections with teens
 Activity 1: Engage, serve and empower teens through innovative programming.
 Activity 2: Promote the NOW lab as an interactive and collaborative space for teens.

Activity 3: Provide homework and research help to support middle and high school students.

Activity 4: Create opportunities for teens to volunteer.

Activity 5: Go into the community to serve teens where they are.

Objective C: Seek new opportunities to expand adult programming

Activity 1: Build a diverse set of programs that meet the overall needs of the community.

Activity 2: Develop an ongoing way to evaluate current and new programs.

Activity 3: Seek opportunities for community members, local businesses and organizations to share their skills and interests.

Objective D: Provide responsive collection development reflective of community needs

Activity 1: Look for new opportunities to build relevant collections.

Activity 2: Explore ways to offer unique items for borrowing.

Activity 3: Invest in ways to connect people with the best books for their needs and interests.

Activity 4: Continue Minuteman Network Library membership allowing maximum resource sharing among member libraries, the state and beyond.

Objective E: Support self-directed learning through in-library and online resources

Activity 1: Offer traditional classes on technology and other interests in the library.

Activity 2: Explore and fund online options for independent learning.

Activity 3: Provide assistive and adaptive technologies to increase access for people with special needs.

Goal 2: Create a place which cultivates diverse ideas and innovation

Objective A: Increase public awareness and use of the NOW lab

Activity 1: Develop specific publicity campaign around the NOW lab.

Activity 2: Assess the use of the NOW lab to better understand what the community is using and requesting.

Activity 3: Create opportunities for all ages to use the NOW lab.

Activity 4: Work with the Goodnow Library Foundation to continue funding and advocacy for the NOW lab.

Objective B: Provide flexible spaces allowing both individual and group collaborations
> *Activity 1:* Do a formal analysis of how patrons are currently using spaces in the library
> *Activity 2:* Based on analysis, create flexible, multi-use spaces to support how people use the library.
> *Activity 3:* Seek funding for modular furniture and shelving to accommodate individual and group collaborations.

Objective C: Develop formal volunteer program
> *Activity 1:* Develop volunteer descriptions and skills needed.
> *Activity 2:* Seek volunteers to share skills, knowledge and expertise.
> *Activity 3:* Investigate potential staff to coordinate the program.

Goal 3: Foster community connections

Objective A: Strengthen collaborations with businesses, community organizations and the town
> *Activity 1:* Create an ongoing list of local organizations, nonprofits, groups, clubs and governmental agencies for potential partnerships and collaborations.
> *Activity 2:* Engage Sudbury local businesses.
> *Activity 3:* Research additional services beneficial to small business owners and entrepreneurs.
> *Activity 4:* Encourage and support staff members to be aware and participate in local events.

Objective B: Provide outreach services and increase Library's presence throughout the community
> *Activity 1:* Explore and implement ways to increase service to homebound and those unable to visit the library.
> *Activity 2:* Establish partnerships with organizations to increase the library's reach throughout the community.
> *Activity 3:* Promote and market outreach services to targeted populations.

Objective C: Partner with schools to support teachers, students and families
> *Activity 1:* Increase the library's presence and collaborative programming with local schools.
> *Activity 2:* Maintain regular communication to discuss how the library can assist student achievement.

Activity 3: Develop and promote resources and tools to help students, families and teachers.

Goal 4: Develop sustainability initiatives

Objective A: Investigate sustainability facility operations
Activity 1: Plan and implement sustainable and green options for the library.
Activity 2: Seek grants and other funding to implement initiatives.
Activity 3: Collaborate with community partners on green initiatives where resource sharing is beneficial.

Objective B: Create sustainable programming opportunities
Activity 1: Seek community experts to lead programs and events related to sustainable options.
Activity 2: Promote green actions at library programs. (i.e. reward using reusable water bottles)
Objective C: Facilitate community conversations around sustainability and economic feasibility
Activity 1: Bring together community leaders to discuss town-wide issues.
Activity 2: Partner with local chamber of commerce to discuss economic development and local business needs.
Activity 3: Provide meeting space for groups to meet to hold community conversations.

Goal 5: Provide high standards of customer experience

Objective A: Promote a culture of excellence
Activity 1: Adopt a library wide service philosophy and integrate across all departments.
Activity 2: Extend and strengthen the library's relationship with patrons through personalized services.
Activity 3: Create a plan to review the Strategic Plan and develop benchmarks to reach each goal, objective and activity.

Objective B: Develop a comprehensive training and professional development program for staff
Activity 1: Develop staff competencies and identify skills of relevance for staff work.

Activity 2: Build upon existing strengths of staff to cross-train and teach others.

Activity 3: Encourage and fund professional development of workshops, classes and conferences.

Objective C: Seek feedback on a regular basis to access library services and programs

Activity 1: Use survey and polls to create an ongoing evaluation of what the library is offering.

Activity 2: Create opportunities for patrons to give feedback and suggestions both in person and online.

Appendix A: 2017 Strategic Planning Survey Results

The survey was open from May 9 – June 7, 2017. A total of 401 responses were collected. There were 125 from the web link, 208 from the pop-up survey window on the website, 52 paper responses, and 16 from the Facebook post. The number of responses received is considered statistically significant.

Q 1. How often do you visit the Goodnow Library?
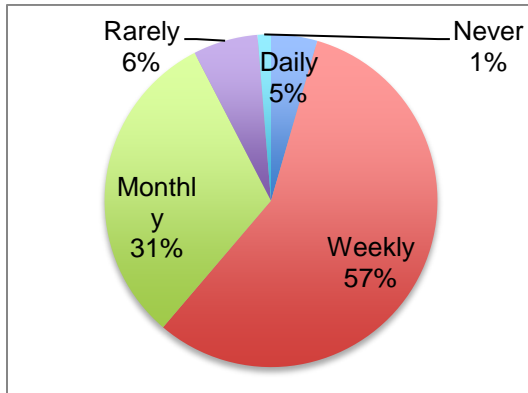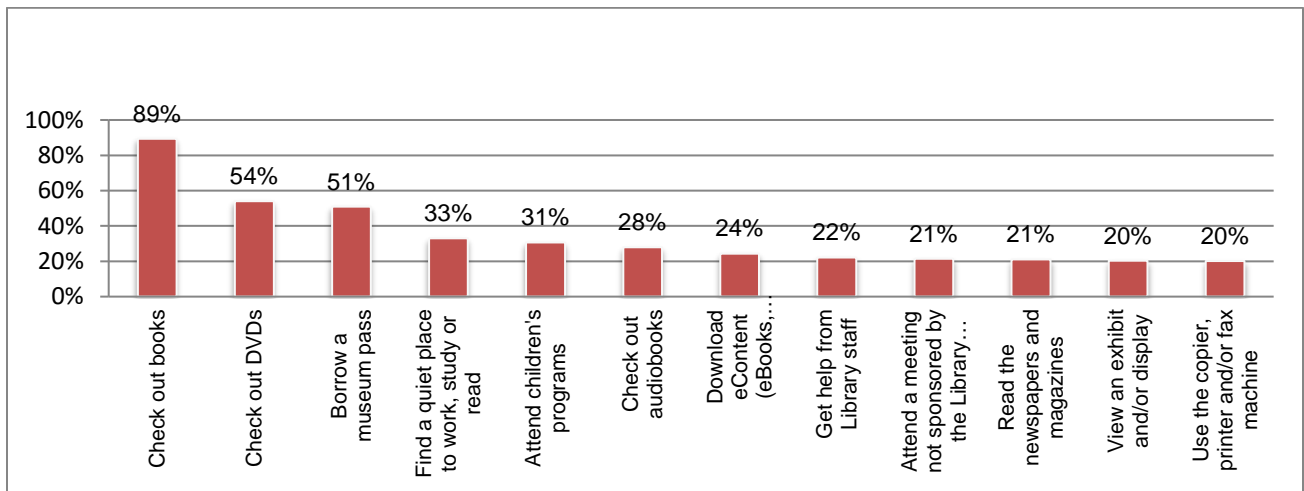

### Q2. If you do not use the library regularly, why not? (Check all that apply.)
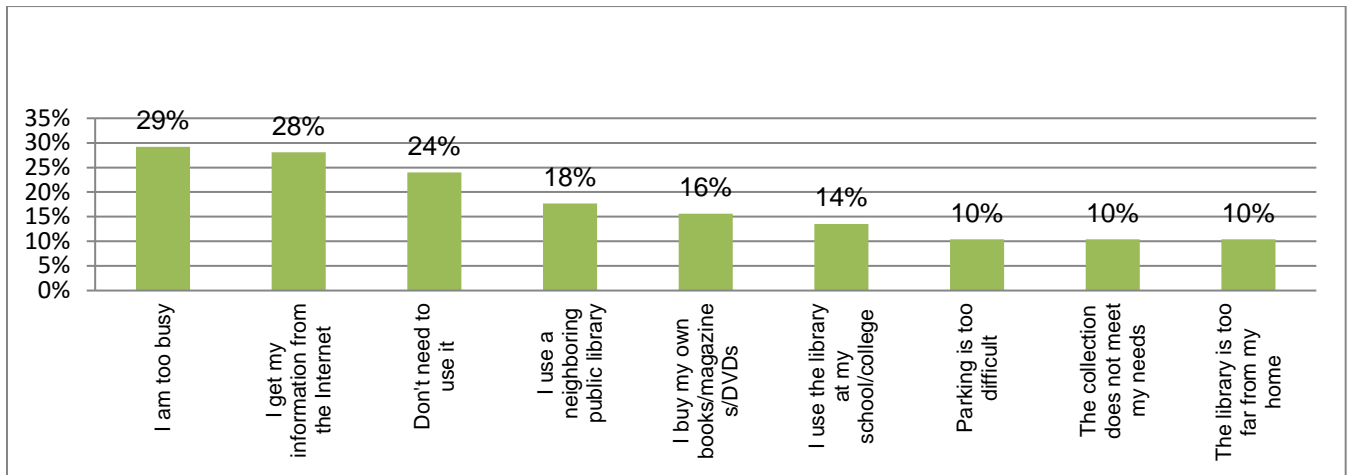
Note: Most of the comments stated that people use the library's digital resources and go online to use the website, eBooks and other downloadable media.

Q3. If you do use the library regularly, what library services do you use? (Check all that apply.)

Note: Other services used are: specialty software or computer programs, 3D printer, art displays, volunteer, homework & tutoring.

Q4. I am most interested in (check all that apply):
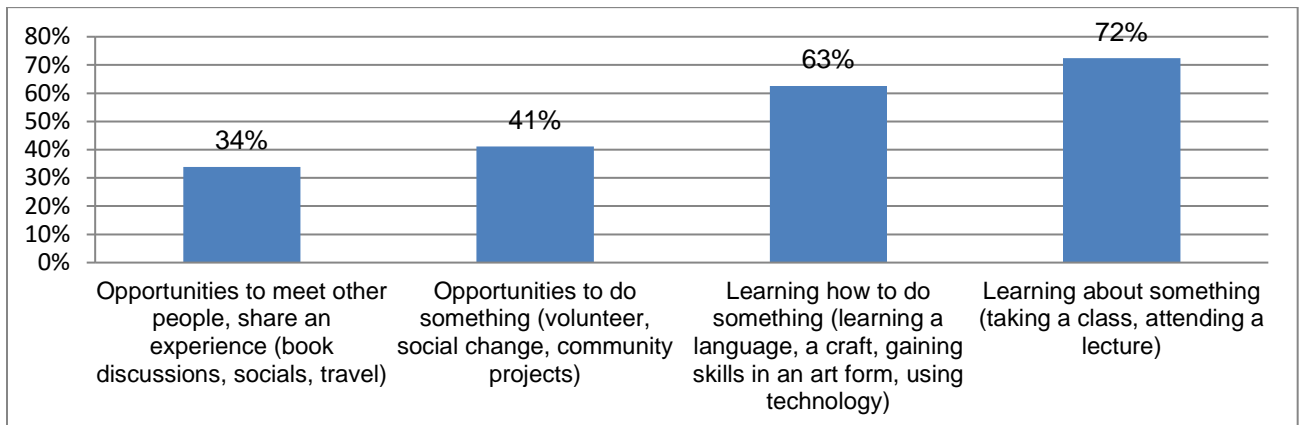
Note: People are interested in computer classes for all levels; 3D printing and Makerspace equipment, college preparation (application process, scholarships, grants, MEFA, etc.), and find a quiet place.

Q5. What are some things you would like to be able to do in Sudbury that you can't do now?

Some people answered what they would like to do in the library rather than what they would like to do in Sudbury. Here are themes that emerged:

1. Nature, outdoor activities, recreational opportunities (swimming, rail trail, outdoor concerts, and hiking)
2. Learning opportunities & adult activities (lectures, yoga, sharing common interests, and creative outlets)
3. Making connections and getting involved (volunteer opportunities, and ways to meet people)
4. Inclusion – making sure activities are open to everyone and represent the community
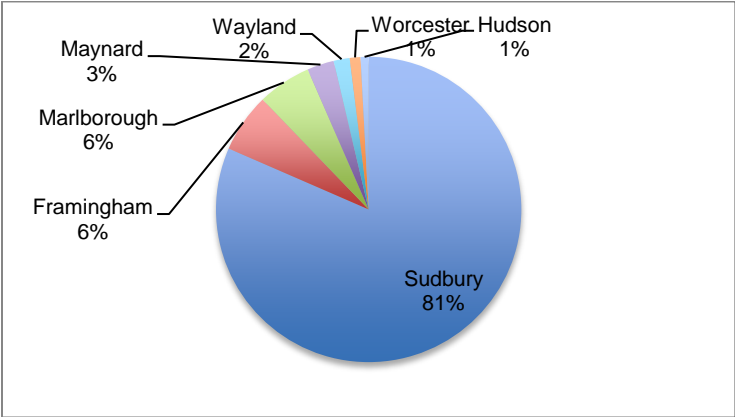5. Transportation – easier access to Boston

Library themes:

1. Balance environment – noisy versus quiet spaces
2. Lending other things besides books
3. Teen activities
4. Comfortable space to relax
5. Weekend hours and activities

Q6. Is there anything else you would like to share?

The majority of the comments were people saying they love and enjoy the library. There were many positive comments about the children's librarians. They think it is a great resource and like the ability to get materials and use the other Minuteman Network libraries. Some suggestions were:

1. More teen programs
2. Need to market and publicize what the library has to offer. Email blasts and newsletter
3. Parking is an issue
4. Evaluate use of community space
5. Program collaborations with other town organizations
6. Re-evaluate some of the things that have changed, such as the drive-up book drop and the placement of some materials.

Q7. In what city/town do you live?

Pie chart:
- Sudbury 81%
- Framingham 6%
- Marlborough 6%
- Maynard 3%
- Wayland 2%
- Worcester 1%
- Hudson 1%

Q8. How old are you?

Pie chart:
- 11 and under 1%
- 12-17 4%
- 18-25 4%
- 26-35 8%
- 36-45 22%
- 46-55 19%
- 56-65 21%
- 66-75 15%
- 76+ 6%