

KEENE PUBLIC LIBRARY LONG RANGE PLAN

**Adopted March 23, 2010
Effective July 2010-June 2015**

The following are the five goals adopted for the Keene Public Library's long range plan for fiscal years starting July 2010. All goals of the Library's long range plan support the Library's mission:

To provide free, open and convenient access for all Keene residents to acquire information for growth in their personal knowledge; for life-long learning and enjoyment; for the fulfillment of informational needs, desires and curiosities; and for enhancing quality of life in the community.

As a department of the City of Keene, our process also took into close consideration the Six Vision Focus Areas, as adopted by the Keene City Council on November 6, 2008. The Library, with its central location, historic buildings, pertinent collection and programming, and welcoming Staff, contributes to every element of "Sustaining a Vibrant Downtown" as well as many other elements of Focus Area 1: A Quality Built Environment. Focus Area 2: A Unique Natural Environment is supported directly through the attention to building and grounds and indirectly through educational material and programming. The innovative, creative and entrepreneurial people desired for Focus Area 3: A Vibrant Economy can often be attracted and retained in part via a vibrant Library. Although Focus Area 4: A Strong Citizenship and Proactive Leadership is the goal of any public library, increasing the Library's presence in this capacity is a particular objective for KPL in the coming five years. Focus Area 5: A Creative, Learning Culture, seems written with the Library in mind.

Library Trustees will review all City and community goals as they are developed to determine what role the Library might have in their implementation.

In addition, the committee recognizes the ever changing Information Technology (IT) landscape and its impact on every aspect of library culture. We recognize that the increased role of technology in our every day lives will continue to evolve over the next five years and we will strive to keep abreast of these changes and how they affect all of our goals.

GOAL 1

Build and maintain a collection of materials in a variety of formats to provide people of all ages, abilities and backgrounds with materials that satisfy their informational and educational needs and personal interests.

Objective 1: Build and maintain an excellent collection including classics and current high demand and informational materials in a wide range of formats.

- Library Staff will review and select items in their areas of expertise while removing items that are worn or out-dated.
- Library Staff will implement a selection process that considers the appropriate format for each item and its availability for remote access.
- Library Staff will examine circulation and usage patterns of the various formats in the Library collection and the availability of those items in alternative formats.
- Library Staff will continue to take Library users' individual requests for materials and evaluate them for inclusion into the collection.

Objective 2: Develop a materials budget request that allocates funding to appropriate collections and determines the funding level necessary for a 5% replacement of the Library collection annually.

Objective 3: Develop a supplementary budget request to use when seeking outside funding to supplement materials budget beyond the minimums as determined by the annual review.

- Library Staff will present the Financial Overview from the annual report to the Library Finance Committee at its January meeting.
- Library Staff will develop reports on Objectives 2 and 3 to be presented to the Library Finance Committee at its February meeting.

Strategy

Utilizing Staff reports, the Library Trustees will formulate the Library collection budget request to the city. Utilizing Staff reports, the Library Trustees will develop a supplemental collection funding request for presentation to outside funders when necessary. Library Trustees will disseminate information on the Library collections needs to the City Council, Friends of the Keene Public Library, and grant funders and private donors.

Accountability and Reporting

Before the Trustees vote to send the yearly budget request to the City Manager, the Library Finance Committee will be responsible for making a report on the status of the collection to the Library Trustees which will include a review of the Financial Overview from the latest annual report.

GOAL 2

Assist patrons of all ages with information, research and reader's advisory services, both in-house and remotely through the Library's website, public access computers, and electronic databases. Provide the public and Staff with the training necessary to use new technologies.

Objective 1: Retain skilled Staff to cover Circulation, Reference and Youth service desks 65 hours (60 in the summer) weekly. Assure that Staff has the expertise and skills necessary to provide excellent public service.

- Circulation Staff will receive ongoing training on Millennium (the Library automated system) and its upgrades, and on all Library policies and procedures. Ongoing training will be conducted by their respective supervisor.
- Reference and Youth Staff will be skilled in assisting patrons in reference, reader's advisory and in the use of the Library and its resources. Training will be provided by their respective departments.

Objective 2: Provide remote access through the Library website, Keene-Link and electronic databases.

- Designated Library Staff will be responsible for designing, updating and maintaining the Library website which provides 24/7 access to the online catalog and electronic databases as well as information about the Library and its services.
- Designated Library Staff will investigate ways to improve the Keene-Link online catalog and provide customer interactivity.
- Designated Library Staff will be responsible for responding to questions or comments received via email or through the website within 2 business days.
- Reference Staff will provide one-on-one training on the use of the Library website, Keene-Link catalog and online resources.
- Library Staff will be provided with ongoing training to keep abreast of the latest technologies.

Objective 3: Provide public access computers and printers in the Library to meet the community need for catalog and database searching and Internet access.

- Library Staff will retain at least three Staff members who have received Tech Liaison training from IMS to help maintain the equipment.
- Computer use statistics will be monitored by Reference and Youth Staff to determine equipment needs.
- Reference and Youth Staff will offer one-on-one training sessions on the use of the computer resources as well as offer individual help from their respective service desks.
- Library Staff will work with the city, college and state to maintain the infrastructure necessary to support these technologies.

Objective 4: Investigate ways to collaborate with educational and community organizations in order to develop resources that increase access to local information.

- Library Staff will evaluate information resources available on local websites to determine if collaboration would be appropriate.
- Library Trustees will look for possible collaborations to bring to Library Staff's attention.

Strategy

Library Staff will continue to serve on City, college and statewide committees to further opportunities for collaboration. Library Trustee will involve staff in reviewing or implementing new opportunities.

Accountability and Reporting

Many of the objectives are operational and are the responsibility of the Library Director and the Library staff. The Reference Staff will review unanswered questions and assess if additional resources are needed. The Library Technology Committee will monitor and review all technology based objectives and make recommendations to the appropriate Trustee committee on any ideas relating to technology needs and/or issues that affect Library policy. It will include its findings and recommendations in its annual report.

GOAL 3

Provide library programming and activities both within the library and in the Keene community for people of all ages and facilitate the use of the library by city and public groups for community meetings.

Objective 1: Maintain a comprehensive series of high quality library programs. Continue with current offerings of over 500 programs for adults and children.

- Facilitate library programs and events that promote improved community awareness, cultural interaction and stimulate community dialogue.
- Implement evaluative tools and methods to improve library programming.
- Develop a programming manual with programming goals and objectives for each event to document programming successes and failures.
- Develop a Word of Mouth marketing campaign.
- Assure that library programming staff has the expertise and skills for conducting quality programs.

Objective 2: Serve as a free and open public meeting space, community forum, learning center and a place for community connections and civic engagement for outside groups.

- Provide meeting space.
- Provide personnel to schedule and maintain the meeting spaces.

Objective 3: Promote a love of reading in young children by offering programs that support their abilities to enter school ready to learn, read, write, and listen.

- Teach parents and caregivers ways of reading and interacting with children to prepare babies and preschoolers for reading and learning by offering at least two workshops a year.
- Continue to offer regularly scheduled lapsits, toddler two-times, preschool storytimes, and family and craft programs.
- Continue to offer a family dance series featuring traditional music, dance, and stories.

Objective 4: Each year, support school age children in the acquisition of 21st century literacy skills such as reading, using various technologies, and evaluating information sources. Host 10 elementary school library visits and by continuing to maintain our current schedule of 100 reading incentive programs, book clubs and celebrations, writing programs, gaming programs, homework and study skills, and other special interest clubs.

- Develop and offer a library card sign up promotion yearly.
- Develop a plan for teen library services and programs. An objective of the plan will be to increase involvement in teen read week and teen tech week by at least 15% each by fiscal year 2011/2012 – utilizing June 2009 as the base figures.
- Develop and offer at least two technology based programs yearly.
- Increase participation in homework assistance and academic development programs by at least 15% by fiscal year 2011/2012 – utilizing June 2009 as the base figure.
- Establish systematic contact with local classroom teachers and the SAU to better align the Library's activities to the schools' curricula by July 2012.
- Offer library staff training in 21st century literacy skills.

Objective 5: Promote library services to attract people into the library who do not currently use the library.

- Develop a marketing and communication plan by July 2012.
- Publicize library events, activities, and services through a variety of media including radio, TV, newspapers, web media, and community organizations yearly.

- Revise and update the library information brochure and other library publications by July 2012.
- Investigate the feasibility of publishing an email newsletter four times a year.
- Develop and deliver at least three video presentations to be aired on Cheshire TV and/or YouTube highlighting Library programs and services, books, or reading by July 2012.
- Investigate developing Internet based programming as well as impromptu and passive programming which would promote the library and its materials and services without providing a formal supervised program at a specific time or date.
- Develop new approaches to library services and programs to target an underserved customer base each year.

Objective 6: Partner with other community groups and position the library as a leading provider of civic and community engagement activities.

- Investigate opportunities for civic engagement at the library through hosting programs for public deliberation and civil discourse, e.g. National Issues Forum, The Big Read, One Book, Let's Talk About It.
- Involve area organizations to expand and create a greater social context around at least two public programming series and major cultural or literary events each year.

Strategy

Library staff, Trustees and Friends will work together to find the funding needed to achieve the objectives. An essential element is to secure funding for the employment of AmeriCorps workers, and interns, and to seek volunteers who under the direction of the Head of Youth and Community Services can take responsibility for implementing designated aspects of the program.

Accountability and Reporting

The Head of Youth and Community Services will report on the progress of the objectives to the Library Outreach Committee and solicit their input and aid as needed. She will do a full report to the Library Board in her Youth Services and Community Services Annual Report.

GOAL 4

Maintain an organizational structure and a skilled workforce that supports optimum service levels.

Objective 1: Provide Library Staff with training opportunities which promote skills development, excellent customer service and fulfillment of the Library's mission.

- Library Staff will be encouraged to participate in the training opportunities provided by the city and by the State Library.
- Library Staff will be required to set yearly training and development goals.
- Library Staff will attend workshops, conferences and classes in order to keep skills current.
- Library Staff will determine when volunteers and interns are appropriate for special projects and will provide the training and support needed for success.

Objective 2: Provide a work environment that promotes teamwork and a positive work environment.

- Library Supervisors will set a tone that respects the value of each Staff member and promotes teamwork.
- Library Staff will continue to seek and implement ways to communicate with each other and to the entire Staff as needed.

Objective 3: Work with the City to ensure competitive salary, benefits and working conditions for Library Staff.

- Elected Library Staff will represent the Staff interests at the PAB (Personnel Advisory Board that represents non-union city personnel) meetings.
- Library Staff will participate as requested at the city "Speak Up" meetings with the City Manager.
- Participate in City salary reviews.

Strategy

Funding for conferences and workshops will continue to be provided by the Library Trustees and the Friends of the Keene Public Library.

Library Staff will participate in salary reviews under the direction of the City's Human Resource Department. Director will report results to the Library Trustees. Library Trustees and Friends of the Keene Public Library will continue to provide supplemental funding for Staff members to attend national, regional and state conferences and workshops. Library Staff will present needs for volunteers or interns to the Library Director who will present requests to the Board or Friends for consideration.

All City job descriptions are being reviewed to be sure they are up to date. The Library is responsible for ensuring that its position descriptions detail the educational qualifications and work experience necessary for the respective positions.

Accountability and Reporting

Each Staff member's annual performance review sets yearly goals and objectives which are monitored by the Library Director. Staff members attending workshops and conferences write a brief report for distribution to Library Staff, Trustees and Friends.

GOAL 5

Provide and maintain Library facilities and grounds which (1) are attractive, safe and accessible; (2) accommodate Library services and programs and (3) provide space for City and community meetings and forums.

Objective 1: Continue to design and redesign physical spaces in the Library to accommodate evolving services.

- The Director and Staff shall do a yearly assessment of the Library to evaluate traffic flow, seating arrangement, and public computer placement.
- The Director and Staff will continue to arrange shelving and material placement for good customer access and effective Staff supervision and assistance.
- The Director and Staff will assess display areas for Library materials and community information.
- The Director and Staff will assess areas in the Library for electronic displays of Library and community information.
- Library Director and Staff will assess furniture and equipment needs yearly and develop a replacement schedule.
- Library Director and Staff will work with the city facility staff to make sure that the facility is well maintained.

Objective 2: Assess both the current Library building and the Library Annex in terms of future space and programming needs.

- Address the impact the new court house renovations will have on Library parking.
- The Director and Staff will evaluate spaces for delivery of Library services, and spaces for both Library and community programs.

Objective 3: Continue to move forward with the renovation of the Library Annex.

- The Library Finance Committee through the Library Trustees shall request that the City put the Library Annex renovation project in its Capital Improvement Program.
- The Library Director will continue to build the Library Annex cost center so needed renovations and repairs can be made as the necessity arises.
- The Director and the Trustees will continue to support the City/Cheshire TV rental agreement.
- The Library Building and Grounds Committee will investigate possible grants for Library Annex renovations.
- Working with the City, the Library Building and Grounds Committee will continue to seek ways to meet basic building code requirements so that the second floor of the Library Annex may be utilized as soon as possible.
- The Library Building and Grounds Committee will continue the Library/Homestead Garden Club/City/Keene High School Partnership for the care and beautification of the Library grounds.

Strategy

The Director and Staff will do Library space assessments yearly and report to the Library Building and Grounds Committee. The Director and Staff will make a yearly assessment of furniture needs and report to the Library Finance Committee. The Director and Library Staff will work with the Library Building and Grounds Committee to ensure that the facilities are well maintained. The President of the Trustees will contact the City Manager to request that the City include a Library representative in the City/court house discussions on future parking and this representative shall report back to the Board of Trustees. The Library Building and Grounds Committee will continue its partnerships with those involved in the beautification of the Library grounds.

Accountability

The Library Building and Grounds Committee will address the status of these objectives in its annual report.