Wadleigh Memorial Library Strategic Plan

2016 - 2020

Mission

The Wadleigh Memorial Library is the educational, cultural, technological and social center supporting lifelong learning and improving quality of life by connecting the community to resources and services.

Vision

The Library will be:
- A welcoming, visually stimulating, transformative and comfortable space which showcases our vibrant sense of community
- A space accessible to all for community members to gather; to learn; to socialize – a literal and figurative center for the community
- A safe, accessible and accommodating facility
- An institution that supports and partners with the town, community organizations, non-profits and small businesses
- A community resource that is not defined by its four walls but performs outreach and brings diverse groups of people together through common goals and interests

Demonstrating Results

We will know that we are successful when we see increased use and positive feedback from the community.

- Increased use of online library resources
- Increased favorable status on social media
- Increased visits to the library – in person and online
- Increased engagement by community partners
- Building project design study completed
- Building project placed on town warrant for a vote
- Community supports & passes a building project

Please note: the goals as presented are all essential and do not appear in any particular order.

KEY

Did occur/completed	X
Is in process	O
Planned/will occur	P

Goal 1. Plan for the library's current & future facility needs*

The library will create a welcoming, stimulating and transformative space for all that showcases the vibrant sense of community in Milford.

A Vision for the Library Renovation/Expansion

The current library facility is not – and has not been - meeting the needs and demands of the Milford community. The level of interest in library programs and resources exceeds capacity. Space restrictions limit attendance for high-demand programs and stall the expansion of collections and new gathering spaces to serve diverse needs and groups. In order to fully serve Milford to the best of its ability, the library must renovate and/or expand to a facility that supports 21st century library services. It must be safe, accessible and accommodating.

A renovation/expansion will allow us to bring current and future technologies to residents and space in which to utilize, learn, practice and perfect new skills. Additional space will also provide room for collections in all formats; for badly needed quiet study; and programs for families, children, seniors, teens, community groups and small businesses. Emphasis will be placed on Youth programming and teen spaces and if possible, after-hours meeting space.

The new/renovated space will be energy efficient, flexible and adaptable to allow for multipurpose use and meet future needs. It will preserve the historic character of the library and its surrounding environments.

The site will offer more needed parking—including handicapped spaces.

Objectives

 A. Improve the patron experience and empower patrons with more self-service options.
 B. Streamline staff workflow to optimize efficiency.
 C. Continue moving forward in the process for the library expansion/renovation project.

Goal 2. Promote lifelong learning

Today, the library provides collections, services and programs to meet the informational and educational needs of the Milford community. Over the next five years, the library will expand access to information resources that encourage lifelong learning.

Objectives

 D. Increase the information resources accessible via the library's website.
 E. Increase awareness of the library's electronic resources.
 F. Continue to offer a broad array of educational programs.
 G. Continue to purchase educational materials in all formats.

Space Priorities

- Expanded space for adult programs and gathering spaces.
- Expanded space for collections to meet all levels of educational and informational needs for all ages.

Goal 3. Keep young readers engaged as teens

Today, the library provides a plethora of programs and collections that create young readers and support early literacy initiatives as well as the school curriculum.   Over the next five years, the library will expand efforts to keep young readers engaged as they grow older and to reach teens who may not be utilizing library services.

Objectives

H.   Increase outreach to teens and to organizations that serve teens in order to expand their participation in library programs and services.
I.   Coordinate with the Children's Department in engaging and educating parents to help keep teens interested in reading and library programs beyond the elementary school age.
J.   Strive to meet the homework help needs of its school-aged patrons.
K.   Provide access to technologies and skills-based learning in order to create a forum for creative expression.
L.   Strive to coordinate programming and resources with the schools.

Space Priorities

- Space for early literacy programs to maintain and build upon our success in creating young readers.
- Space for programming geared to bridge the gap between the age groups as early readers grow older.
- New space for teen programs and activities.
- Increased space for juvenile and young adult collections.
- Increased space for collections that support the school curriculum.

Goal 4. Contribute to a sense of community pride

The library strives to not only meet the cultural and recreational needs of Milford citizens, but to do so in a way which simultaneously fosters civic pride. Residents will learn, share, appreciate and connect with others when the library provides a forum for fun and educational programs which bring residents together; when we build historical and cultural collections which are meaningful to our patrons and celebrate the town's rich history; and when we increase access to and awareness of those collections. Over the next five years, the library will expand its efforts through increased outreach and participation in events outside the library building.

Objectives

M.   Expand services and programs that appeal to people and groups of all ages, cultures and beliefs.
N.   Increase visible participation in community events and gatherings.
O.   Augment outreach and partnerships with allied community partners.
P.   Achieve state or national recognition for organization
Q.   Investigate and pilot digitization programs to expand access to unique content in the Milford historical collection.
R.   Increase efforts to promote awareness of services, programs and collections.

Space Priorities

- Provide an adequate programming space to meet the needs of the popular ongoing Acoustic Café series and future programs highlighting the talent of local musicians and performers.

- Increase space for community groups for formal and informal gatherings.
- Improve the ability for community groups to easily use the library for programs after hours.

Goal 5. Invest in technology

The library will increase its investment in technology and tools that help people to meet their informational, educational, cultural and recreational needs.

Objectives

S. Pilot new technologies that increase the library's ability to serve the needs of Milford's residents.
T. Provide a strong wifi service.
U. Create online access to library programming.
V. Provide access to current hardware & specialized software to help patrons learn, practice and/or expand skills.

Space Priorities

- Increased capacity to meet the demand for technology including wireless access and mobile devices
- An area for a 'Makerspace' to not only house new technologies, but provide the space for patrons to utilize them.

Goal 6. Invest in staff

The library will increase its investment in library staff on the front lines of service to the Milford community.

Objectives

W. Expand access and participation in training and development opportunities for staff.

Space Priorities

- Readily available off-desk workspace in which to participate in webinars and other online instruction
- Space to accommodate the entire staff at once for in-service trainings

Goal 7. Look Outward

The Library should focus on the community and its needs in order to remain relevant and essential. What does the community need and how can we assist in achieving success?

Objectives

X. Expand Trustee knowledge of community needs
Y. Add value to local committees and organizations

Wadleigh Memorial Library Strategic Plan

Multiyear Action Plan

Goal 1. Plan for the library's current & future facility needs*

The library will create a welcoming, stimulating and transformative space for all that showcases the vibrant sense of community in Milford.

Success defined as:

- We have community support for our building project, resulting in a passing vote.
- We're able to fundraise to offset the project cost to taxpayers.
- We have a larger space which more adequately fits defined needs.
- New services, collections, technologies and space result in increased library use and support.

A. Improve the patron experience and empower patrons with more self-service options.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Create self-service hold shelf area.		X	complete		
Add self-check station.				O	P
Purchase new circ desk or restructure current one to accommodate children and wheelchair bound.				O	P
Institute "roving reference" using tablets/iPads via a secure staff wifi.				O	P
Investigate online meeting room registration.	X				

B. Streamline staff workflow to optimize efficiency.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Further reduce number and location of reshelving carts.	X	complete			
Create a defined, efficient space for ILL and processing courier deliveries.		O	X		
Explore reconfiguring circ desk to allow for a combined circ/ref desk.	O	O	O	O	P

C. Continue moving forward in the process for the library expansion/renovation project.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Increase size of the Young Adult area; ensure area is easily monitored by staff.				O	P
Add comfortable seating for Young Adult area.				O	P
Add enclosed-but easily monitored-activity area for gaming and other collaborative activities which may be noisy.				O	P
Add shelving for J DVDs inside the Children's Room.				O	P
Add room for J FIC books inside the Children's Room.				O	P
Add a craft area in or contiguous to the Children's Room that is easily cleaned and includes storage space.				O	P
Add a family bathroom to the Children's Room.				O	P
Add a storytime/program area in or contiguous to the Children's Room.				O	P
Ensure Children's Room and related contiguous spaces have doors to contain noise level.				O	P
Ensure Children's Room remains on the same floor as Adult Services.				O	P
Solicit community and staff input during the RFP/design process of concept to final project.		O	O	O	P
Continue community-wide outreach.	X	X	X	O	P
Expand & improve general and handicapped parking.				O	P
Increase number of meeting rooms and small study areas			X	O	P
Create flexible spaces with moveable shelving			X	O	P

Goal 2. Promote lifelong learning

Today, the library provides collections, services and programs to meet the informational and educational needs of the Milford community. Over the next five years, the library will expand access to information resources that encourage lifelong learning.

Success defined as:

- Increased number of electronic resources.

- Increased use of electronic resources.
- Increased number of click throughs to resources highlighted on social media/e-newsletters.
- Increased circulation of informational/lifelong learning resources.
- Increased attendance at educational programs and for meeting rooms.

D. Increase the information resources accessible via the library's website.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Pilot new database products and increase available budget for e-resources.	X	X	X	O	P
Incorporate continuing education sites (MOOCs, TED, Khan Academy, etc) into library programming and marketing (including e-newsletter, social media posts).	X	X	X	O	P

E. Increase awareness of the library's electronic resources.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Provide readily available instructional videos/slides/marketing materials and cross market via social media, e-newsletter, etc.	X	X	X	O	P
Provide personalized presentations to local groups on available resources of interest.	X	X	X	O	P

F. Continue to offer a broad array of educational programs.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Create partnerships with area businesses & non-profits to utilize their expertise for educational programs.	X	X	X	O	P
Contact cultural institutions with outreach programs to partner with for programs in the library (ex. Mariposa, Currier).	X	X	X	O	P
Identify opportunities for Makerspace partnerships.	X	X	X	O	P
Work with Granite Town Media (GTM) to offer videorecordings of original library programming which could be streamed on demand or broadcast on GTM.	X	X		O	P
Host programs at locations outside of the library.	X	X	X	O	P
Partner with area libraries & pool resources for larger programs or series.	X	X	X	O	P

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Expand programs and services to Senior Citizens (including non-evening hours)	X	X	X	O	P

G. Continue to purchase educational materials in all formats.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Grow 'Great Courses' (and similar) series in audio and video.	X	X	X	O	P
Refine and target our nonfiction print resources to support community interests.	X	X	X	O	P
Investigate streaming video products and implement as financially able.	X	X	X	O	P

Goal 3. Keep young readers engaged as teens.

Today, the library provides a plethora of programs and collections that support early literacy, young readers and the school curriculum. Over the next five years, the library will expand efforts to keep young readers engaged as they grow older and to reach teens who may not be utilizing library services.

Success defined as:

- Maintain or increase checkouts of early literacy materials.
- Maintain or increase participation in early literacy programs.
- Increased teen attendance at programs.
- Increase in teen volunteers.
- Increase in teen cardholders.
- Anecdotal evidence from teens that demonstrates the impact on academic achievement.
- Increased use of library technology by teens.

H. Increase outreach to teens and to organizations that serve teens in order to expand their participation in library programs and services.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Offer volunteer hours for teens assisting in pilot programs (ex IT help nights, family history projects).	X	X	X	O	P
Outreach to SVBGC	X	X	X	O	P
Outreach to schools	X	X	X	O	P

I. Coordinate with the Children's Department in engaging and educating parents to help keep teens interested in reading and library programs beyond the elementary school age.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Offer multi-generational programming (ex. parent/child book clubs).	X	X	X	O	P
Promote online book review resources to help guide parents.	X	X	X	O	P

J. Strive to meet the homework help needs of its school-aged patrons.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Investigate establishing a tutor/mentor program with Honor Society students who need volunteer hours.	X	X	X	O	P
Coordinate with schools so we can support grade wide or class wide projects as they happen.	X	X	X	O	P

K. Provide access to technologies and skills-based learning in order to create a forum for creative expression.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ensure a physical space that's conducive to creative endeavors.			X	O	P
Offer STEM/STEAM programming & materials	X	X	X	O	P

L. Strive to coordinate programming and resources with the schools.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Maintain contact with school librarians and teachers to obtain assignment and special project/program information.	X	X	X	O	P
Maintain collection to supplement curriculum.	X	X	X	O	P
Ascertain needs and how the library might be able to partner with schools on special projects/initiatives.	X	X	X	O	P
Talk to schools and ascertain what software resources they have in their labs so that we could expand upon and/or supplement them. (Make instructional materials available?).	X	X	X	O	P

Goal 4. Contribute to a sense of community pride

The library strives to not only meet the cultural and recreational needs of Milford citizens, but to do so in a way which simultaneously fosters civic pride. Residents will learn, share, appreciate and connect with others when the library provides a forum for fun and educational programs which bring residents together; when we build historical and cultural collections which are meaningful to our patrons and celebrate the town's rich history; and when we increase access to and awareness of those collections. Over the next five years, the library will expand its efforts through increased outreach and participation in events outside the library building.

Success defined as:

- Added programs with a focus on special populations (ex. shut-ins, working parents, seniors).
- List of town programs/events with a library presence (document with photos).
- New collaborations resulting in new services/initiatives.
- More awareness of library programs and services demonstrated by increased attendance in programs, number of followers on social media sites, general library foot traffic.

M. Expand services and programs that appeal to people and groups of all ages, cultures and beliefs.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Identify need for additional ESL / literacy programs.	X	X	X	O	P
Partner with Mariposa and other cultural institutions for programs.	X	X	X	O	P
Institute annual cultural program series (3-5/yr).	X	X	X	O	P
Identify need for service to shut-ins. Possibly coordinate with another town service such as Meals-on-Wheels.				O	P
Offer programs geared to working parents.	X	X	X	O	P
Form a focus group of non-patrons 18-25 to ascertain needs.	X	X	X		
Create a café space .		X			
Offer programs & resources to promote understanding of all cultures, religions, beliefs, etc. (*Ex. TED talk – "True American"*)		X	X	O	P

N. Increase visible participation in community events and gatherings.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Plan pilot project offering remote library service (Ex. have a booth @ the weekly Farmer's Market).		X	X	O	P
Participate in the annual town holiday fairs.	X	X	X	O	P
Have a booth at the Souhegan Valley Expo.	X			O	P
Take part in annual/regularly held school fairs and parades.　　(Ex. Safety Fair)	X	X	X	O	P

O. Augment outreach, strengthen existing partnerships and create new ones with allied organizations.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Partner with Milford Recreation Dept.		X	X	O	P
Partner with Souhegan Valley Boys & Girls Club.		X	X	O	P
Outreach to local medical offices (board books and brochures in waiting rooms; grants for supplementing self-help collection; partner with professional(s) for library programs).	X	X		P	P
Partner with Milford Improvement Team and Chamber of Commerce to market services to area businesses.	X	X	X	O	P
Create and market a canned, portable presentation to educate different community groups about library services/tailor for each group.	X	X	X	O	P
Ensure hardware and software meet the needs of a 'mobile library.'	X	X	X	O	P
Continue the rotating offsite collection in area nursing homes/regularly refresh content according to needs.	X	X	X		
Identify community groups and areas for possible collaboration (ex Garden Club – gardening programs).		X	X	O	P
Maintain regular contact with faculty/staff/group leaders of organizations with whom we already have an established relationship. Identify gaps in service and expand upon established programming to meet changing needs.	X	X	X	O	P

P. Incorporate community green spaces into programs.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Partner with Recreation Dept &/or Conservation Commission for educational programs (ex. history of Monson, hikes).		X		O	P
Host outdoor story times at Keyes Park.	X	X			
Investigate the possibility of a community garden.		X			

Q. Investigate and pilot digitization programs to expand access to unique content in the Milford historical collection.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Identify funding for and begin digitizing Milford Cabinet.	X	X	X	X	P
Partner with Milford Historical Society to create online archive of Hutchinson Family Singers collections.		X		O	
Curate an online archive of existing Milford historical resources for local history buffs and researchers.	X				P

R. Increase efforts to promote awareness of services, programs and collections.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Develop plan to regularly post content on the library's various social media sites. Assign as necessary.	X	X	X	O	P
Develop checklist for publicizing library programs.	X	X	X	P	
Achieve State or National recognition				P	P

Goal 5. Invest in technology

The library will increase its investment in technology and tools that help people to meet their informational, educational, cultural and recreational needs.

Success defined as:

- Increased use of library technology.

- Patron feedback and surveys are indicative of learning new skills or an increased level of comfort or proficiency in using new hardware or software.
- Increase in foot traffic.
- Measured number of online hits from people clicking on various portions of our website, online catalog (traffic driven by Linked Data).

S. Pilot new technologies that increase the library's ability to serve the needs of Milford's residents.
T. Provide a strong wifi service
U. Create online access to library programming
V. Provide access to current hardware & specialized software to help patrons learn, practice and/or expand skills.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Update hardware according to Technology Plan.	X	X	X	O	P
Add /update wireless access points as needed for seamless connectivity throughout the library.	X		X		
Purchase MobilePrint module for Envisionware to ensure wifi printing capabilities from all devices.		X			
Ensure ability to collect accurate wifi usage statistics.	X				
Develop library YouTube/Vimeo channel and post content on a regular basis (minimum - monthly). Search online to see what other libraries are doing with video.					P
Work with Granite Town Media to enable live streaming of library programs *(need a "drop")*				O	P
Investigate opportunities to offer our patrons access to new technologies (ex. 3D printer). Implement as able – depending on finances and staffing.	X	X	X	O	P
Provide patron access to specialized software and workshops in how to use it. Implement as able – depending on finances and staffing. Consider community volunteers.	X	X	X	O	P
Ensure fast and reliable staff internet connectivity.	X	X	X	O	P
Ensure fast and reliable public internet connectivity.	X	X	X	O	P
Lobby GMILCS to pursue Linked Data initiative to make our resources more visible/discoverable via popular search engines.	X	X	X		
Make our website more mobile-friendly.		X	X	X	

Goal 6. Invest in staff

The library will increase its investment in library staff on the front lines of service to the Milford community.

Success defined as:

- Every staff member attends at least 2 educational opportunities each year. These can take the form of attending conferences/workshops/seminars or partaking in online courses and webinars.
- Staff members successfully implement what they've learned, resulting in greater efficiency, improved service and/or higher job satisfaction.

W. Expand access and participation in training, networking and professional development opportunities for staff.

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Provide all front-line staff with baseline training in library e-resources. Ex: feature one database/staff meeting + web tutorial	X	X	X	O	P
Have staff participate in at least 2 job related educational opportunities/year.	X	X	X	O	P
The Library will cover the cost of membership for department heads and degreed librarians to belong to NHLA & NELA. The library will also cover the cost of membership for the library director to belong to PLA in addition to NHLA/NELA.	X	X	X	X	P
Ensure sufficient funds are available for at least 3 department heads/upper level management are able to attend annual regional NELA conference.	X	X	X	P	P
Ensure sufficient funds are available for library director to attend PLA conference held every other year.	X		X		P
Provide PRIMEX Supervisor training to all department heads and future supervisors		X	X	O	P

Goal 7. Look Outward

The Library should focus on the community and its needs in order to remain relevant and essential. What does the community need and how can we assist in achieving success?

Objectives

X. Expand Trustee knowledge of community needs
Y. Add value to local committees and organizations

Success defined as:

- Trustees are aware of the issues facing other Town committees
- Staff members participate in town focus groups
- Library helps to solve a community need

Action	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Each Trustees will report on 1 other Town committee meeting each month				P	P
Staff will offer/bring outside training to all other Town Departments			X	O	P
The Library will solve a community problem (find a method for accessing all community group calendars (Burbio))			X	O	P
Library Staff will participate in Town parking problem task force				P	P

Wadleigh Memorial Library Strategic Plan
Summary of Space Priorities

Mission

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Vision

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The new space will be energy efficient, flexible and adaptable to allow for multipurpose use and meet future needs. It will preserve the historic character of the library and its surrounding environments.

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- Provide gallery space for a rotating display of artwork by local artisans
- Provide an adequate programming space to meet the needs of the popular ongoing Acoustic Café series and future programs highlighting the talent of local musicians and performers.
- Increase space for community groups for formal and informal gatherings
- Improve the ability for community groups to easily use the library for programs after hours

Goal 5. Invest in technology

The library will increase its investment in technology and tools that help people to meet their informational, educational, cultural and recreational needs.

- Increased capacity to meet the demand for technology including wireless access and mobile devices
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Modifications Approved June 18, 2019
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Board of Library Trustees