



**G.A.R. (Grand Army of the Republic)
 Memorial Library, West Newbury
 Strategic Plan FY16 – FY20**

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1. Mission:

The mission of the G.A.R. Memorial Library, as a tax-supported public library, is to inform and enrich the entire community by offering all residents a wide variety of information in various formats. Materials are purchased for education, information, life-long learning and recreation.

2. Vision:

To reach people with knowledge and new insights, providing more tools to enjoy life.

3. Introduction:

The G.A.R. Memorial Library is located at 490 Main Street and is included in the historical district. Adjacent to the Library is the Training Field (Civil War) flanked by some of the oldest houses in West Newbury. Across the street is the original Town Hall, featured in Virginia Lee Burton's *Mike Mulligan and his Steam Shovel*.

The Library has a small parking lot with additional parking on the street and around the Training Field. On busy program days, all spots are taken.

The building was last expanded in 1987, just before the ADA (American with Disabilities Act) took effect. Consequently there are spaces in the Library which are either under-utilized or not open to the general public. The second floor is not handicap accessible but is used for Children's programming as well as storage of duplicate books.

The Library's entrance is wide. On one side as you enter are the community events bulletin board and on-going Friends' book sale; and on the other the historic display related to the G.A.R. The entrance leads directly to the custom-made Circulation Desk.

The 3 original rooms of the Library on the first floor house different collections. The Reference Room is already changing in character as the print collection is downsized. Periodicals and DVDs are located in the middle room. Playaways, large print, and books on CD are shelved in the Fireplace Room. Typically, there is a puzzle on the round table in the center of the room. On the walls and over the fireplace are rotating art exhibits.

The Teen and Adult fiction and nonfiction are shelved in one wing, to the left of the Circulation Desk. A very good sized Children's Room, packed to capacity with a wonderful collection is located in the other wing.

An outdoor courtyard area, which is accessible by sets of stairs on two interior sides and one exterior, is surrounded by the Library on 3 sides. This space is not used because of ADA requirements. The Library is nicely landscaped through the combined efforts of the Town, the Trustees and the Garden Club. Any expansion beyond the footprint of the existent building is restricted due to the surrounding septic systems.

Children's programming has always been one of the strengths of the Library. For over 40 years, the Children's Librarian Kate Gove has developed and provided excellent programs for Children with financial support from the Friends of the Library. The collection is rich with classics as well as new favorites. Currently the collection is being weeded due to space limitations.

Adult programming has been sponsored and developed by the Friends of the Library. Speakers, authors, and timely programs have all been held successfully through their efforts. Programs for Teens and Tweens have been held with some success in the past. Last fall, Virginia Dalrymple was hired and given the responsibility of the Young Adult Department inclusive of programming and collection development.

Local history is rich and the Library holds a small collection, some of it digitized, some available on shelves in the Reference room, and some available in files. Dorothy Carr who is the Circulation Librarian has a great handle on where things are and has spent hours indexing materials for easier access. The future location and care of these materials is a concern.

Wireless access is available in every room of the library along with 7 public access computers. Most have printers/scanners attached. Maintaining Library technology is a full-time job which Technology Librarian Dawn Watson capably takes on in her part-time position.

The Friends of the West Newbury Library have been growing steadily in the last few years. Members have always worked hand in hand with the Library staff. Some staff are also Friend volunteers. While not a unique situation, this overlap sometimes needs clarification about roles and responsibilities. In addition to the support for programming, the Friends fund the museum passes. The passes are very popular as revealed in the Community Survey.

Lively local art exhibits are featured during the school year in the fireplace room. This program is managed by a volunteer from the community who is also an artist. These exhibits are well received as evidenced in the Community Survey results.

The G.A.R. Memorial Library has a strong tradition of support and use by residents of West Newbury and adjoining communities. Much can be attributed to the fact that there were only 6 Directors before me, the most recent having a tenure of 46 years. To paraphrase a song, Kay M. Gove “built this Library” with passion and dedication. Patrons seeing her car parked in front of the Library on the weekends knew Kay was at work on her own time, ensuring their Library was providing them with what they needed. She and her daughter Kate went above and beyond the call of duty.

When Kay Gove retired in July 2013, I was hired as the new Director. One of the immediate concerns was to staff this small library adequately. Staff had not taken vacations because everybody was needed to keep the Library open 51 hours a week. Last fall, we submitted an Article for a 10 hour Staff Librarian position and 10 additional hours for current staff. The Town supported this and Jean Berkenbush was hired. We were able to give extra hours to the staff, including Staff Librarian Elizabeth Torrisi.

While in the last few years funding has been leveled, the Library did not suffer disproportionate cuts such as other area libraries have. The Community speaks up if their beloved Library is in danger of such cuts.

This may be the first written Strategic Plan but the careful and visionary planning of the past serves as a solid foundation for planning into the future.

Susan Babb, Director

4. Methodology

Purpose:

Library services and programs for the next five years (FY16-FY20) will be guided by strategic goals and objectives which best match the Library's resources with the desires of the community.

Process:

This Strategic Plan was produced using the Massachusetts Library System's Strategic Planning Process, an adaptation of *Strategic Planning for Results* by Sandra Nelson for the Public Library Association. Mary Behrle, independent consultant and former Assistant Director of the Northeast Massachusetts Regional Library System facilitated the two Planning Committee meetings. In Meeting One, Ms. Behrle utilized an appreciative inquiry tool, SOAR (Strengths, Opportunities, Aspirations, Results) to draw out committee opinion; in Meeting Two, she facilitated a community visioning exercise which led to drafting library goals.

A town-wide survey was conducted in April-May 2014 using both online and paper surveys. More than 350 responses were received.

Other statistical data was compiled by the Director. All of this information was used in creating the goals and objectives of the Plan.

The Plan was approved by the Board of Trustees on Wednesday, August 13, 2014.

Committee:

The Trustees, Staff, and Director formed a Community Library Strategic Planning Committee by identifying and contacting residents known to be key stakeholders in the Library. Personal invitations were sent to individuals.

Committee Members:

Susan Babb - Library Director

Claire Breger-Belsky - student

Holly Cole - parent

Rachel Costello - Pentucket Regional High School Librarian

Dick Cushing – former Selectman, former Library Trustee

Amy Custance - mother, school librarian, former staff

Ginny Dalrymple – Staff

Sara Demrow-Dent – local artist, Cultural Council

Ann Dooley - Trustee

Kate Gove - Staff

Cynthia Maclachlan - Friends President

Marge Peterson - former Town Clerk

Marcia Sellos-Moura – Trustee

Derek Skala – student

Jane Wild - Historical Society

5. Community Description

West Newbury was first settled in 1635 as part of neighboring Newbury. On February 18, 1819, the General Court of Massachusetts passed an act "to incorporate the town of Parsons." The initial proposals had been made in the late 18th century, but determined resistance from the town of Newbury, which had already lost Newburyport, blocked the measure for decades. On June 14, 1820, the legislature passed another act to change the name to West Newbury.

Over the last thirty or so years, West Newbury has developed from a rural farming town into an affluent community. West Newbury's status as an affluent community can be attributed to its picturesque location in Essex County.

West Newbury is a part of Massachusetts' North Shore, as well as the Merrimack Valley regions of the state. It lies along the southern banks of the Merrimack River, 10 miles upstream from the Atlantic Ocean. The town is located approximately 13 miles northeast of Lawrence and 34 miles north of Boston. It is bordered by Merrimac and Amesbury to the north, Newburyport to the east, Newbury to the southeast, Groveland to the southwest, and Haverhill to the west. The Rocks Village Bridge across the Merrimack River is the only access to the northern banks of the river in town; there is no direct route into Merrimac and Amesbury.

According to the United States Census Bureau, the town has a total area of 14.7 square miles of which 13.4 square miles is land and 1.3 square miles, or 8.65%, is water.

Demographics at a Glance:

The population according to the 2010 census is 4,235. The 2012 Massachusetts Department of Revenue has it at 4,367.

The median age is 43.1. From birth to age 19, there are more males than females. From age 20 and up, this changes with there being more females in every age range. Projections have a decreasing overall population but a higher percentage of age groups 50 and older. There are 1,564 households. Households with individuals under 18 number 578; those with individuals over 65 come to 340. Median household income is over \$100,000.00.

Over 97% of the population is identified as White/Caucasian; the remaining percentage is African American, American Indian, Asian, and other.

The unemployment rate is 5.5%. Registered voters in 2012 came to 3,199.

West Newbury is part of the Pentucket Regional School System (which also includes Groveland and Merrimac). Both the Regional Middle and High Schools are located in West Newbury as is the John C. Page School (preK-6).

Current Issues facing the Town:

Like many other towns in the Commonwealth, the budget is an ongoing issue. Since the financial crisis of 2008-2009, the town budget has been slowly increasing. The Library was hit just as hard as any other department and took pride in doing its part in level funding for the last few years. Use of the Library did not level out however and the need for more staff grew until last fall when a special town meeting approved a 10 hour position as well as an additional 10 hours for current staff. This increase was successfully included in the FY15 budget.

Supporting the schools is an ongoing concern and the town manages to accommodate increases in educational assessments without a Proposition 2 ½ override. School repairs show up on every warrant. West Newbury residents continue to support protection of conservation land. Additionally, housing for the elderly and low income is another growing concern.

6. Library Description

History:

West Newbury's first library was formed in 1819, the year West Newbury became a town. Called the "First Social Library", it was a private institution that was housed in many different locations. In 1894, after the State of Massachusetts offered \$100 for books to any town that established a public library, the building and its contents were turned over to the town, and the first free public library was founded.

As early as 1874 the Major Boyd Post, representing the veterans of the Grand Army of the Republic or G.A.R., conceived the idea of a town library as a Civil War Memorial and began raising funds. In 1917 Misses Louisa and Georgiana Emery gave the land on which the library now stands, then containing the Albion Hotel, to the town.

By 1937 the G.A.R. fund had grown to \$13,344.17 and the original library building designed by Russell Peirce, a Newburyport architect and a native of West Newbury, was erected. In 1975 the attic space was converted to a children's room, and in 1987 the town voted to override Proposition 2 1/2 to spend \$1,200,000 in order to triple the size to the current library building.

Since 1894, there have been 7 Library Directors:

- Caroline Carr 1894-1914
- Sadie Bailey 1914-1953
- Esther D. Thurlow 1953-1957
- Janet M. Smith 1957-1959
- Harriet Campbell 1959-1967
- Katharine M. Gove 1967-2013 (46 years)
- Susan C. Babb 2013 - present

Staffing:

There are two FT (full-time) staff and 5 PT (part-time), resulting in an equivalency of 4.55 FT. The Library Director has a MLS (Masters in Library Science). Both Director and Children's Librarian are full-time.

MVLC (Merrimac Valley Library Consortium):

The Library is a member of this consortium of 36 libraries. MVLC membership provides the online catalog as well as some databases. If the Library does not have an item, it can be requested from another library and delivered to our patron via Delivery (Massachusetts Library System).

Library Governance:

The Library is a department of the Town, governed by an elected Board of nine Library Trustees. The Boards' authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that: "the Board shall have the custody and management of the library...and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board and all money or property that the town may receive by gift or bequest shall be administered by the board." Responsibility for Library management, collection development, and provision of library services to the public is delegated by the Board to the Library Director. The Director is appointed by and directly responsible to the Board, and is an employee of the Town of West Newbury.

Support:

The Friends of the West Newbury Library have seen resurgence and have grown to approximately 25 members. They conduct 3 book sales a year, provide critical support for all programming and especially for the summer reading programs, purchase most of the museum passes, and were instrumental in assisting with mailing the survey out to the community.

Library Data from MBLC (Massachusetts Board of Library Commissioners) 2012 Report:

West Newbury is one of 36 Massachusetts libraries in communities with populations between 3,000 and 5,000.

- In this ranking, West Newbury is 13th highest in population.
- Circulation was 127,764, making it the 5th busiest library of these 36 libraries.
- 15,662 ILLs (Inter-Library Loans) were sent out, achieving the 7th highest ranking; 13,741 received, making it the 4th highest in the list.
- The Library is the 12th busiest in the way of visitors annually with a weekly average of 888 visitors.
- The Library is open 51 hours a week.
- Circulation per capita is 30, the 3rd highest.
- 2,841 (68% of the population) individuals have library cards.
- Children's programming numbered 188, making it the 7th highest in this group.

State Aid to Public Libraries ARIS (Annual Report Information Survey)

FY15 (July 13-June 14)	FY14 (July 12-June 13)	FY13 (July 11-June 12)
*Circulation - 99,590	*Circulation - 106,092	*Circulation - 112,102
ILLS received - 14,163	ILLs received - 13,956	ILLs received - 13,741
ILLS provided - 14,613	ILLs provided - 15,126	ILLs provided - 15,662
Traffic - 48,965	Traffic - 44,393	Traffic - 46,198
Borrowers - 3,127	Borrowers - 2,979	Borrowers - 2,867

ILL – Inter-Library Loan

*West Newbury followed the regional trend of a downward trend in circulation in the last three years.

7. Assessment of Needs

Results of the Planning Committee Meetings:

Independent Consultant Mary Behrle facilitated the First Committee Meeting held on February 19, 2013, in a SOAR (strengths, opportunities, aspirations, and results) exercise. Many ideas were brainstormed and the following is a summary of these ideas:

Strengths:

- Collections – great selection of media, historical, and popular, accessible through the Consortium.
- Community – appreciates the library services and programs, considers the library as community center, supports the Library at Town Meeting
- Facility – accessible 51 hours per week, welcoming and comfortable, central location
- Programs – children’s programs are well attended, lively book club, summer reading program, Lego Club
- Staff – helpful, trusted, friendly, knowledgeable

Opportunities:

- Facility – utilize all available space including second floor and courtyard
- Marketing – determine who is not using the library and find ways to attract these different groups
- Partnerships / Outreach – Team up with local businesses, Council on Aging, Historical Society
- Programming - more programs for adults and teens, use the strengths of patrons, Collaboration with schools, outreach to different parts of the community
- Technology – keeping current and on the cutting edge

Aspirations:

- More than 75% of community members will have a library card, including town officials
- The Library will be a community center, a place to gather socially and centrally
- Teen and adult programs will be well attended, held at convenient days and times
- More outreach and marketing results with more patrons, more programs, more use, more staff
- The Library and its technology will be current, providing information to patrons when and how they want it
- All rooms and spaces will be accessible
- The library will be well funded

Results:

- The small town feel is maintained
- There is a higher percentage of residents with library cards, including children, teens, and tweens
- New technology is introduced on an ongoing basis and kept updated
- A larger budget supports increased programming, services, and staff including a technical support staff member

- The Community is aware of and uses what the Library offers
- There is more community involvement in the Library's programs and services
- Space in the library is better utilized with better signage and accessibility with inviting reading areas and a space for teens

The second Planning meeting was facilitated by Mary Behrle (thanks to funding from the Massachusetts Library System) on March 19th. In this second meeting, the Committee was led in a Community Visioning Exercise, prioritized the visions, and drafted goals for the Library's plan.

The Visions fell into seven areas: community, library, the schools, partnerships, business, open space, and the town.

The Committee members *voted* on the visions where the G.A.R. Memorial Library could impact or make a difference. The top three visions were the Library, the Community, and the Schools

The Committee drafted sample *goal statements* for the long range plan:

- Residents view the G.A.R Memorial Library as the primary destination in the community.
- The G.A.R Memorial Library fosters/builds communication/outreach to the many diverse West Newbury groups.
- The G.A.R. Memorial Library is a primary partner with all the Pentucket schools.

Community Survey:

The Community Survey was mailed to all households in West Newbury as well as being posted online. We received a total of 358 surveys: 134 paper surveys and 224 online.

Generally, patrons don't want to see their beloved services and programs changed or eliminated. However their responses demonstrated a willingness to try new services and programs, and most of all to re-assess how spaces within the building are used.

Patrons come to the Library to borrow books, DVDs, pick up reserved items, check out museum passes, and borrow audio books. The collections of fiction, new and bestselling titles, non-fiction, DVDs, and children's are most important to the patrons. Patrons ranked these services as most important: Interlibrary loan, assistance from the librarians, hours open, museum passes, library website, and managing online library accounts.

When asked which new services or collections were important or appealing, patrons selected the following: eBooks, speaker series, adult programs, expanded art exhibits, expanded online resources, homework center, new technologies, meeting room, teen space, and teen programs.

There were lots of suggestions for the make-over of the fireplace room with the top ones being furnishing with comfortable furniture, warmly painted walls, revolving art exhibits. Specific uses

of the room included a teen/tween space, a meeting space, computer center, local history, and an activities room (puzzles, games).

Patrons decided the focus of the Library in the next 5 years should be on: better and more accessible use of spaces in the library, collaboration with the schools, collection development, adult and teen/tween programming.

Frustrations were few but strongly came to a consensus on wanting more best-sellers, books on CD, eBooks, longer hours, parking, and space limitations resulting in too much noise for some patrons.

Hands down, the patrons love the staff, especially Miss Kate, the Children's Librarian. They also love the building and the collections. Small-town feel and sense of community are important to maintain and are a draw to come to the library.

Patrons find information about the library from the library staff, the website, the bulletin board, and email.

86% of the responses came from the over 35 age group which might suggest the age group under 35 is not represented. However of that smaller group, the 12-17 age group mustered a solid 5%. The actual demographics of the Community are essentially a reverse of these numbers with fully 45% of the population under 35 and 55% over, more evenly divided. This needs to be taken into account in the Strategic Plan as some of the results of the Survey are obviously skewed. For example, story times were not as important but they do meet the needs of that demographic.

8. FY16 – FY20 Goals and Objectives

1. Community partnerships, collaboration, and outreach will be fostered by the G.A.R Memorial Library.
 - a. The Library will work with the schools to strengthen collaboration.
 - b. Library Staff and Trustees will explore and develop community partnerships.
 - c. Library Staff will explore and develop community outreach opportunities.

2. Patrons of the G.A.R. will have better and more accessible use of spaces in the Library.
 - a. Library Staff will assess and reassign current use of space
 - b. Library Staff will assess building traffic flow and implement new signage
 - c. Library Staff will evaluate interior needs (furniture, paint)
 - d. Library Director and Trustees will explore and implement the steps to conduct a Space Feasibility study
 - e. Library Director and Trustees will examine current hours of library for future changes

3. Patrons of the G.A.R. will continue to have access to a wide selection of print and virtual materials.
 - a. Patrons will receive current information and materials
 - b. Patrons will access virtual resources to meet current and future needs

4. The G.A.R. Memorial Library will offer up to date and accessible technology.
 - a. Library Staff will create, implement, and update a technology plan
 - b. Trained staff will ensure that technology is maintained and upgraded
5. Patrons of the G.A.R. discover a rich customer experience at the G.A.R.
 - a. The Library will offer programs for all ages
 - b. Library Staff will investigate and implement new library services
 - c. Library Staff will market and publicize programs, collection, and services to patrons
 - d. The Library will strengthen Infrastructure
 - i. Staff will receive professional development
 - ii. The Board of Trustees and the Library Friends will collaborate and communicate
 - iii. The Board of Trustees will build and expand upon its strengths
 - iv. The Friends of the Library will continue as the biggest fundraiser supporter of the Library
 - v. The Library will create a Volunteers program

9. FY16 Action Plan

1. Community partnerships, collaboration, and outreach will be fostered by the G.A.R Memorial Library.

- a. The Library will work with the schools to strengthen collaboration.
 - i. High school students will continue to benefit from the excellent communication between PRHS (Pentucket Regional High School) and the Library
 - The Young Adult Librarian will work with the High School Librarian to share homework assignments
 - Measure: Assignments received and used by students, School Year 2015-16
 - The Young Adult Librarian and High School Librarian will explore and pilot shared programming
 - Measure: One program piloted, Fall 2015
 - Measure: Attendance
 - Measure: Evaluation
 - ii. Middle school students will benefit from the Library connecting with their school by providing curriculum support
 - Library Staff will work with Middle School Staff to share homework assignments
 - Measure: Assignments received and used by students, School Year 2015-2016
 - Library Staff will explore and pilot shared programming
 - Measure: One program piloted, Spring 2016
 - Measure: Attendance
 - Measure: Evaluation
 - iii. The Library will reach out and have a presence at the Page School
 - Measure: Library Card Day, Fall 2015
 - Measure: Cards completed
 - Measure: Evaluation
- b. Library Staff and Trustees will explore and develop community partnerships
 - i. The Library will communicate with the Council on Aging on shared programming
 - Measure: At least one program, Fall 2015
 - Measure: Attendance
 - Measure: Evaluation
 - ii. The Library will communicate with the Historical Society on collections
 - Measure: Assess Library's local history collection, Fall 2015
 - Measure: Recommendations for relocating collection items, Spring 2016
 - iii. The Library will investigate and explore other community partnerships
 - Measure: Identification of community partners, ongoing
- c. Library Staff will explore and develop community outreach opportunities
 - Measure: School visits, Spring 2016

- Measure: Visits to other organizations, ongoing
2. Patrons of the G.A.R. will have better and more accessible use of spaces in the Library.
- a. Library Staff will assess and reassign current use of space
 - Measure: Teen space created, Fall 2015
 - Measure: Collections in Reference and Fireplace rooms provide easier and friendlier access, Spring 2016
 - Measure: Conduct an ADA priority checklist for any barriers to service, Spring 2016
 - b. Library Staff will assess and reassign building flow and implement new signage
 - Measure: Implement clearer signage, Spring 2015
 - c. Library Staff will evaluate interior needs (furniture, paint)
 - Measure: Comfortable seating, Fall 2015
 - Measure: Specific areas are painted, Spring 2016
 - d. Library Director and Trustees will explore and implement the steps to conduct a Space Feasibility study
 - Measure: Assess current space, Spring 2015
 - Measure: Determine what is required by a feasibility study, Spring 2015
 - d. Library Director and Trustees will examine current hours of library for future changes
 - Measure: Conduct a patron survey, Fall 2015
3. Patrons of the G.A.R. will continue to have access to a wide selection of print and virtual materials.
- a. Patrons will receive current information and materials
 - Measure: Survey patrons on needs, Fall 2015
 - Measure: Market collection additions, ongoing
 - b. Patrons will access virtual resources to meet current and future needs
 - Measure: eBooks purchased, FY16
 - Measure: Online resources assessed for use, FY16
4. The G.A.R. Memorial Library will offer up to date and accessible technology.
- a. Library Staff will create, implement, and update a technology plan
 - Measure: Current technology is assessed, Fall 2015
 - Measure: Future needs are explored, Fall 2015
 - Measure: Plan is written, Spring 2016
5. Patrons of the G.A.R. discover a rich customer experience at the G.A.R.
- a. The Library will offer programs for all ages
 - i. The Children's Librarian will assess the current Children's programs
 - Measure: Survey patrons for days, times, ages, Fall 2015
 - ii. The Library Director will develop and provide programs for Adults
 - Measure: Number of programs is increased, FY16
 - Measure: Attendance
 - Measure: Evaluation
 - iii. The Young Adult Librarian will develop and provide programs for Teens

- Measure: Teen Advisory Group is created, Fall 2015
 - Measure: Number of programs is increased
 - Measure: Attendance
 - Measure: Evaluation
- b. Library Staff will investigate and implement new library services
 - Measure: Implement one new service, FY16
 - Measure: Evaluate after pilot period
- c. Library Staff will market and publicize programs, collection, and services to patrons
 - i. The Library Director and Staff will create a Publicity plan
 - Measure: Survey how patrons hear about library information, Fall 2015
 - Measure: Write plan, Spring 2016
 - ii. The Library Director and Technology Librarian will investigate a user and staff friendly Web site
 - Measure: Conduct a user study of current web site, FY16
- d. The Library will strengthen Infrastructure
 - i. Staff will receive professional development:
 - Measure: Assess needs, Fall 2015
 - Measure: Set up individual development plans, Fall 2015
 - ii. The Board of Trustees and the Library Friends will collaborate and communicate
 - Measure: at least one meeting a year, FY16
 - iii. The Board of Trustees will build and expand upon its strengths
 - Measure: Orientation process, Fall 2015
 - Measure: Recruitment plan, Spring 2016
 - iv. The Friends of the Library will continue as the biggest fundraising supporter of the Library
 - Measure: Promotional support, ongoing
 - Measure: Fund-raising endeavors, ongoing
 - v. The Library will create a volunteer program
 - Measure: New members recruited, Fall 2015
 - Measure: Tasks defined and evaluated, Fall 2015

10. Board of Trustees Approval

Date of approval:

Alexandra Guralnick, Chairman

Scott Berkenbush, Vice Chairman

Elizabeth Torrisi, Secretary

Marcia Sellos-Moura, Treasurer

Virginia Selman, Corresponding Secretary

Dorothy Cavanaugh

Ann Dooley

Bruce Hamilton

Judith Marshall

11. APPENDICES

Appendix I – Community Information and Demographics

“West Newbury, Massachusetts.” Wikipedia: the Free Encyclopedia. 4 March 2014. Web. 30 April 2014. <http://en.wikipedia.org/wiki/West_Newbury,_Massachusetts>

“West Newbury town, Essex County, Massachusetts.” American FactFinder <http://factfinder2.census.gov/faces/nav/jsf/pages/community_facts.xhtml>

UMASS Donahue Institute Population Projection: <http://pep.donahue-institute.org/>

Appendix II – Library History and Data

Library History: <http://www.westnewburylibrary.org/gar/history.asp>

Library Data: <https://mblc.state.ma.us/advisory/statistics/public/index.php>

Appendix III – Strategic Planning Committee Reports

SOAR Exercise Data - Committee, Staff, Trustees

Strengths

Collections-

- Can always find what you’re looking for
- Easy to find anything – just ask
- Great selection of audio, music, DVDs; in excellent condition
- A reliable resource
- Collections of historical reference
- The library is part of MVLC
 - Can get anything from interlibrary loan
 - Good for students and teachers
 - Overdrive collections
 - ILL (InterLibrary Loan)
- Newspapers and magazines bring folks in regularly
- Historical reference – accessible through staff indexing
- Availability of materials
 - Reference materials
 - ILL/MVLC – portal to so much more
 - DVD collection
 - Magazines, newspapers

Community-

- G.A.R.'s knowledge of the community
 - Staff knows the community
 - Reference for the community
 - The library has a sense of the community
- Educated
- Appreciates what the library does
- People love the library
- Historical connection between town offices and the library
- The library reaches out to artists in the town; involves the community
- What the library offers the community
 - Story times
 - Computers
 - Newspapers
 - Collections
- The library is a community center

Facility-

- Library hours
 - The library is open when you need it
 - 51 hours/week – consistent hours
- Physical location in the historic district
 - Across from Town Hall
 - Bailey Lane
 - Memorial Day celebrations
- The library is very welcoming
 - Many patrons and staff are on a first-name basis
 - Staff is welcoming
 - There's a great customer experience at the library
 - Pretty library
 - User friendly
 - Rooms are open and bright
- Meeting place – people meet lifelong friends
- Family-oriented
- Safe haven for kids
- Intergeneration of all ages
 - The open-work space encourages youth to work side-by-side with adults
- Progressive – ie, geocache
- Computers –
 - Wifi (available afterhours and in parking lot)
 - No time limits
- The building and the grounds
 - Upkeep of the building
 - General atmosphere – doesn't feel cramped, feels open and light

- Central location
- Children's room

Friends of the Library –

- Friends are a strength; and growing
 - Adult programming
 - Museum passes

Partnerships -

- G.A.R. strengthens the school district's education system
 - The library is an extension of the schools
 - The middle school library is small; G.A.R. is an extension of the middle school library

Programs-

- Lego Club
- Summer reading program
- Book club
- Children's Department
 - Children's programs are so well attended
 - Get children when they're first starting off
 - Tireless work of Kate
 - Story times
 - Creates a lifelong love

Staff-

- Good staff
- Helpful
- The outstanding help from staff is a huge plus
- Staff has rolled with the recent changes
- Staff has taught the new director about the community
- Trusted
- Friendly
- Greeting everyone
- Knowledgeable
- Polite

Trustees-

- The trustees are a very supportive board
 - They are diverse
 - Their goal is to better the library

Opportunities

The library was in the town master plan

- This can lead to grants

- A way to create opportunities
- A way to reach out for opportunities

Staff-

- More professional development for staff

Collections-

- Historical documents – managing, caring for
- Visual / hearing impaired – resources, materials

Facility-

- Use the sidewalk, lawn, and patio to create more of a community meeting spot
- Places to park bicycles
- Parking
- Use the courtyard more , somehow
- Properly utilize all available space, ie, handicap access and renovate attic space
- Signage, floor plan
- Staff lounge – better kitchenette
- Meeting room

Programming-

- More programming for adults
- Teen/tween programming
- More historical programming
- More senior programming
 - Work with the Council on Aging
- Have a writing competition/poetry competition
 - For each grade
 - For families
 - For all in the community
 - Publicize in the schools
 - Publish what is written
- Have a library card day at Page
 - The children’s librarian would go to the school to sign students up for cards
- Have a One Book Community Read
- Enlarged the art space
 - Use other walls
 - Host artists’ openings
- Utilize Town Hall space for programming
- Host a speaker series
 - Collaborate with the high school
- Young kids programs/offering
 - Story times
 - Legos
- Connect to kids’ interests

- Youth programs offer best venue for feedback from young families
- A take one, leave one book house
- A history book club (shared with another town?) hosted, but not lead by the library
- Scavenger hunt for kids (maybe for adults too) - fun way of familiarizing them with library.
- Book reviews from patrons of all ages
- Timely speakers throughout the year - Tax, financial planning, home repair(winterizing, etc), elder care
- An auction (even if it has to be silent to save on auctioneer fees - unless they're donated!) combined with appraisal night?
- Create a lending library for seeds - started by a librarian, check out richmondgrowsseeds.org
- For kids of all ages, "growing" the butterfly population - monarchwatch.org
- Have an annual major fundraiser
 - Had a variety show in the past
- 100 years in the current land location – anniversary coming in 2017
- The town is 200 years old in 2019
- Museum passes
- Use the strengths of patrons for programs and assistance
- Babysitter network board

Marketing-

- Publicity and promotion – art room, etc
- Wowbrary
- Figure out who is not using the library and ways to attract these different groups
- What we have
- How to use our virtual resources, download ebooks
- There are age-specific suggestion boxes
- Surveys handed out following each story hour/kids' program

Partnerships/Outreach-

- More outreach
 - To the community
 - To different parts of the community
 - Get community ideas
- Join forces with Garden Club as well as Historical Society
- Team up with local businesses and local craftspeople, either speaking at the library or participants at our events to showcase their talents above and beyond current displays.
- Council on Aging – more programs for Seniors
- Historical Society – resources for research
- Work with the town – green grants
- Work with the school system on projects such as grants
- Work with school librarian

- Grow a volunteer group who can then help with collection maintenance, and other services
- Deliver books to seniors
- To the Virtual users – ebooks, databases, etc
- Friends and Trustees joint meeting
- recycle magazines/books for funding for library
 - Book sale/drop-off already occurs; could bins that are allowed in regular pick-up generate funding?
- The library is using space at Town Hall for programming

Technology-

- More technology
- Keep the old technology up-to-date
- Kindle bar
 - People who like e-books come to the library to download them and the library receives a donation
- Update the website
- Blog
- Use Twitter
- 3-D printing is becoming less expensive
- Purchase a fax machine
- Lessons in
 - Computers
 - OPAC

Aspirations

More than 75% of community members have a library card, including members of the FinCom and other town officials

The Library is a community center, a place to gather socially and centrally

Teen and adult programs are well attended, held at optimum and successful days and times

More outreach and marketing results in more patrons, more programs, more use

The Library and its technology is current, providing information to patrons when and how they want it

The Library has ample parking

All rooms and spaces are accessible

Facility-

- A space for teen programming (especially since the middle school does not have a dedicated librarian)
- A meeting room for the library
- Create more reading nooks
- Make a project/homework room
- Create an area for practicing presentations
 - Smartboard

- Podium
- Charging stations
- iPad(s) to use
- Better utilize upstairs space
- Bike rack
- Library spaces are reconfigured and better utilized, including the use of upstairs and downstairs
- Library aspires to have fully developed signage
- Reading nooks offer more comfortable seating spaces for patrons
- Courtyard is ADA accessible
- The Library has more exhibits
- Programming for adults (lecture series) and teens
- The Library provides a welcome packet to new residents: about the library, community, with handouts as to how to use resources and services at the library

Funding-

- The library is well funded
 - There are no worries about the budget
 - No one questions the library budget
 - The library does not have to rationalize its requests
- Additional staff is needed to support a busier library

Results

“The Gem of the Community” is polished

The small town feel is maintained

There is a higher percent of residents with library cards, including children, teens, and tweens

New technology is introduced on an ongoing basis and kept updated

Staff is up to date on technology and information trends and practices

Patrons receive assistance with all technological needs

A larger budget supports increased programming, services, and staff including a technical support staff member

The Community is aware of and uses what the Library offers

There is more community involvement in the Library’s programs and services

Space in the library is better utilized with better signage and accessible with inviting reading areas, a dedicated space for teens

Community Visioning and Goal Setting

The Planning Committee members ***brainstormed*** their visions for the community of West Newbury. (Where do you see West Newbury in five years?) Similar visions were consolidated.

The Community

West Newbury is community-centric; it brings groups together to connect.

There are meeting spaces.

The Mill Pond is used for community events.
West Newbury is more culturally diverse.
West Newbury is demographically diverse in age groups.
There are functions all over West Newbury; there are various places all over town that attract all ages.
There is a community garden.
More men participate in the community.

The Library

The Library is a focal point, a destination in the community.
The Library is the hub of the community and people recognize that.
The Library has new windows.
The Library utilizes its back courtyard.
There is a program for traveling collections.
The Library still attracts walk-in patrons vs. those using virtual collections.

The Schools

The Pentucket school system is world class.
Pentucket is stronger.
The middle school has lots of support.
More people move to town for the Page School.

Partnerships

All the community groups partner with each other.
There are events with other area libraries.
Idea: Like a progressive supper.
The Library brainstorms with other area libraries.
The Library works with the historical society and other organizations in town to lessen community change.

Business in West Newbury

There are more businesses in town.
There are pockets of business, making parking and traffic easier.

Open Space/Beautiful West Newbury

West Newbury maintains a small town, rural feel.
There is still a lot of open space.
People who came here stay here because West Newbury is beautiful; it's near the beach.
There are more hiking trails, more centralized trails.
The Mullen property becomes open space.

The Town

West Newbury has better/more sidewalks and crosswalks.
There is more affordable housing and senior housing.
West Newbury is a child-friendly, safe place to be.
There is a town pool.
There is a skateboard area.
There is mass transit.

There is a sewage treatment plant, city water, and natural gas.

The Committee members *voted* on those visions where the G.A.R. Memorial Library could impact/make a difference. Members voted on their top three visions.

The results of the voting were:

- The Library (12 votes)
- The Community(12 votes)
- The Schools (9 votes)
- Partnerships (5 votes)
- The Town (1 vote)
- Open Space/Beautiful West Newbury (0 votes)
- Business in West Newbury (0 votes)

The Committee drafted sample *goal statements* for the long range plan:

- 1. The Library (12 votes)**
Residents view the G.A.R Memorial Library as the primary destination in the community.
- 2. The Community (12 votes)**
The G.A.R Memorial Library fosters/builds communication/outreach to all different West Newbury groups.
- 3. The Pentucket Regional Schools (9 votes)**
The G.A.R. Memorial Library is a primary partner with all the schools.
Possible objectives: Ways to work with other libraries.

Appendix IV - G.A.R. Memorial Library – 2014 - Community Survey Questions

1. What is the purpose of your typical visit? (Please circle all that apply)

Ask a question / get help	Genealogy / local history	Study / research
Attend a program / meeting	Job search	Tutoring
Borrow audio books	Meet with friends	Use Internet computers
Borrow books / bestseller	Pick up a reserved item	Use library as “home
Borrow children’s material	Play time for children	Use the copy machine
Borrow DVDs	Read magazines/newspapers	Use the word processor
Browse / quiet reading	School project	Use wireless access
Check out a museum pass	<i>Other:</i>	

2. What aspects of the Library’s <u>collections</u> are most important to you? (Please rank from least to most important)	Leas	Less	Neut	Som	Most
Audio books (CD format & Playaways)					
Children’s collection					
Downloadable e-books and e-audio/video					
DVDs					

Fiction (mystery, romance, science fiction etc)					
Large print books					
Local history materials					
Magazines					
Music CDs					
New and bestselling titles					
Newspapers					
Non-Fiction (history, biography, medical, etc)					
On-line databases and electronic subscriptions – (Encyclopedia, magazines, ebooks)					
Reference materials					
Young adult collection (teens)					
Other:					

3. What aspects of the Library's <u>services</u> are most important to you? <i>(Please rank from least to most important)</i>	Least	Less	Neutr	Some	Most
Access to computers & Internet					
Adult programs					
Assistance from Librarians					
Book clubs					
Copier / Scanner					
Electronic resources and databases from home or office					
Hours open					
Interlibrary loan – getting materials from other libraries					
Library website					
Managing your account (renew, reserve materials)					
Museum passes (paid for by the Friends and Trustees)					
On-line registration for programs					
On-line registration for museum passes					
Story hours					
Summer reading program- Children's					
Summer reading program-Teen					
Summer reading program- Adult					
Wireless Internet access for laptops					
<i>Other:</i>					

4. Libraries are changing significantly in the 21st century environment. Please rate how important or appealing these new services or collections are to you. <i>Please rank from least to most important.</i>	Least Important	Less Important	Neutral	Somewhat Important	Most Important
Adult programs					
Basic computer courses					
Community Read					
Ebooks					
Expanded art exhibits					
Expanded online resources, ie, legal forms, car repair					
Homework center, ie, tutoring					
Job and career center					
Laptops/IPads for in-Library use					
Maker spaces (spaces for design and activities)					
Meeting Room					
New technologies, ie, 3D					
Patron self check-out					
Speaker series					
Teen programs					
Teen Space					
Other:					

5. If you could “make-over” the fireplace room, what would you like to see in that room in the way of collections, activities, displays, furniture, paint, etc.

6. What you think the Library should focus on in the next 5 years? Please select your top three choices:

- Better and more accessible use of spaces in the library (upstairs, outside courtyard)
- Collaborate with the schools
- Collection development - ebooks
- More programming – children’s
- More programming – teen/tween
- More programming – adult
- More programming – Seniors
- New technologies – 3D printing for example
- Partnerships with other Community agencies

7. What frustrates you about the Library? (building, staff, collections, programs, web site, etc)

8. What do you love most about our Library? (building, staff, collections, programs, web site, etc)

9. How do you find information about the library? (check all that apply)

- Email

- Facebook
- Friends/neighbors
- Library bulletin board
- Library staff
- Library website
- Newspaper (which one(s)?)
- Schools
- Signs/flyers
- Wowbrary
- None of these
- Other: _____

10. What is your age: __Under 12; __12-17; __18-25; __26-34; __35-45; __46-59; __60+;

11. What is your gender? __Male __Female

12. Do you have internet access at home: __No __Yes

13. Are you a resident of West Newbury: __Yes __No If not, please provide zip code _____