

Lucy Robbins Welles Library

**Strategic Plan: Our vision for the future and how we
will get there**

January 2000 – June 2004

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Overview of the strategic planning process

In early 1999, the Lucy Robbins Welles Library of Newington, CT embarked upon a strategic planning process to determine its direction for the 21st century. The Library committed to a process that included stakeholders and was based upon quality information.

The planning process began with a Kick-Off to discuss components of the plan and issues facing the Library. Library staff, Board, Friends, and others identified many important issues facing the Library as it approaches the 21st century.

Following the Kick-Off, the Library initiated a market research process to gather quality information to inform decision-making. The market research was designed to further explore the issues identified at the Planning Kick-Off. The market research process and results are detailed in the Findings Report, which serves as a resource for implementing this plan.

In the fall of 1999, the staff, Board, Friends, and others gathered together at 2 retreats to make decisions for the future. First, retreat attendees reviewed the information presented in the Findings Report and discussed the potential implications for the Library. Attendees then created a desired vision for the future.

Following the decision-making retreats, staff worked with the planning consultant to draft strategies to attain the goals and achieve the vision. The Board reviewed and adopted the plan for implementation.

Who we are: Values, Mission and Vision

Introduction

Our mission states what we want to accomplish. Our values state how we want to accomplish our mission. And our vision describes what we aspire to become.

Our mission

The Lucy Robbins Welles Library provides information, education and cultural enrichment for the Newington community through a commitment to excellence in Library services.

Our values

These values guide our actions and judgments. We the staff, the Board of Trustees and the Friends believe in...

Service

- We are here to serve the community. We exist because of their support and our future success depends on their continuing support.
- Our commitment to service is foremost in our minds no matter what job we hold. We deliver our service in a way that exceeds expectations. We will know the preferences of the community and meet their needs.

Respect

- All people have worth and value. The way we work -- with individuals and organizations inside and outside the Library -- demonstrates our own trustworthiness and honors the contributions of others.
- We treat each other with respect, fairness and good faith. We welcome different opinions and agree to disagree. We respect the group and honor decisions made by the group.
- We reach out to our diverse community regardless of race, religion, creed, age, gender, income, physical challenge, ability, sexual orientation, social or political views.

Pursuit of excellence

- We pursue excellence in every area of operation and continually assess and improve ourselves.
- We strive for excellence in the business of libraries and information services by maintaining and enhancing our professional knowledge and skills, and by encouraging the professional development of co-workers and volunteers. We make a difference by generating ideas, fostering learning, contributing knowledge, and offering solutions.

Accessibility and intellectual freedom

- Free and convenient access to the world of ideas, to information and to the creative experience is of vital importance to all people. We uphold the principles of intellectual freedom and accessibility and resist all efforts to censor materials and limit access.
- Materials will not be excluded because of the origin, background or views of those contributing to their creation. Materials will not be proscribed or removed because of partisan or doctrinal disapproval. We will challenge censorship and limits to access and we will foster free expression, free access and enlightenment.
- We protect each individual's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired, or transmitted.

Teamwork and collaboration

- The Library's greatest results come from the combined efforts of staff and volunteers, and the Library itself partnering with other organizations and groups. Just as we have much to teach, we have much to learn -- from our colleagues, from our community, from our patrons and supporters.
- We believe in and encourage cooperation and collaboration through the use of partnerships with other organizations and groups, with task forces and committees.
- We are always ready to work cooperatively with others who share our commitment to quality, service, accessibility and intellectual freedom. We expect all staff and volunteers to contribute to an atmosphere of teamwork and cooperation.
- We believe that camaraderie and a sense of humor contribute positively to the Library.

Innovation and risk taking

- We bring innovative solutions to both the commonplace and to challenges. While we honor tradition, we also explore new opportunities. We encourage thoughtful risk taking and recognize that intelligent change keeps the Library vital, alive and relevant.

Fiscal integrity

- We operate in a fiscally sound manner, providing optimum value for reasonable cost. We believe in government support of the Library because we believe that information services are the right of every community member. We are good stewards of the Library's assets and strive for sufficient tax support enhanced with charitable contributions.

Our vision for the 21st century

The Lucy Robbins Welles Library makes **significant contributions** to the quality of life in our community. We do so by operating in accordance with our values of service, respect, excellence, accessibility and intellectual freedom, teamwork and collaboration, innovation and risk taking, and fiscal integrity.

Our Library is the **showroom of the knowledge society** and the one-stop place for information. We are recognized as "the best" and are known for being on the cutting edge. Our

quality service and pursuit of excellence consistently exceed standards and the expectations of those we serve. Our satisfied patrons are our best advertisement.

As the community's primary information resource, we reach out **beyond our walls** and traditional patrons to ensure that community members understand what services are available, and perceive their Library as accessible, inclusive and responsive to their needs.

We provide access to information for everyone in the community when and where the individual needs it. We take the Library to those who cannot visit or access us electronically.

The state's universal Library card helps community members link to all libraries. There are many ways to take items out of the Library and patrons use them all including downloading from off-site and self-checkout.

We are a recognized **leader in collaborative efforts**, both locally and regionally. We have taken on the role of changing traditional boundaries.

We **collaborate** with other information service providers, emphasizing access over ownership. We can neither own nor specialize in all areas so we coordinate, collaborate and network extensively. We collaborate with for-profit, not-for-profit and government agencies to identify and meet the needs of the community.

We create and maintain an exemplary **collection** of print and non-print resources that meet the needs of our diverse and ever-changing community. The collection and services are accessible, inclusive, and affordable, 24 hours per day 7 days per week, and are delivered through a variety of options, in various formats, and at diverse sites in order to meet patron needs.

We recognize that **technology** increases the patron's ability to manage his/her own information future. We continually redefine our role in this ever-changing environment, keeping abreast of technological trends that help our patrons, adapting quickly through in-house or outsourced experts, and enhancing Library staff capacity to serve.

We exploit technology in all its forms whenever this resource can help meet the needs of our community, patrons and staff. We offer training to ensure that patrons can access our services and collection.

Even as we respect and use technology, we honor the human desire for **building community**. The Library is a community center and gathering place for both scheduled and chance meetings. Our facilities and staff create a warm and friendly atmosphere that reaches out and welcomes the entire community. With our homey atmosphere, comfortable reading spaces, light refreshments, and professional work stations, people visit us for entertainment, work, research and study, and to meet friends and colleagues.

We provide access to cultural **programs** and other activities that meet the interests and needs of our diverse community. We may develop these programs and activities within the Library and we also collaborate with other organizations to plan and deliver programs both on and off-site.

We **organize our work and service** in ways that best achieve our vision, without being bound by traditional Library formats and roles. As information facilitators, our staff helps access and organize, compile and present information as well as offering instructions and advice.

The Lucy Robbins Welles Library is the **best Library in which to work and volunteer**. We offer challenging experiences and support innovation, teamwork and learning. We provide opportunities for personal and professional development. We anticipate new training needs and assure skill development in a timely fashion. We develop and maintain compensation and recognition systems that recruit, retain, appraise and reward the best human resources, whether employee or volunteer. We look outside the Library profession to meet our professional needs, including outsourcing, technical skills, marketing and fund development expertise.

Our Board of Trustees reflects the diversity of our community and is recognized and respected for its leadership and commitment. Our Board and individual Board members understand their legal and moral accountability, including that of fund development. We regularly evaluate Board and Board member performance in order to ensure that we are carrying out our **governance** function.

Continued interaction between the Board, the Friends and Library staff ensures that we operate effectively in order to carry out the strategic plan and achieve our vision.

We are expert communicators, not only in the services we provide but also in the marketing of our services. Our comprehensive **marketing and communications** program, designed and implemented with professional expertise, helps us maintain a strong marketplace position. A comprehensive marketing and communications plan clearly articulates our short- and long-range goals and benchmarks for success, identifies our competitors, and outlines diverse strategies to reach diverse audiences. We regularly monitor progress and evaluate performance.

A **diversified funding base** assures the health, vitality and stability of the Library. The Town recognizes the Library's value as a lead collaborator, facilitator and information center. Effective advocacy by the Library Board, Friends and patrons assure the Town's continued financial support. The state plays a larger role in funding for the dissemination of information.

The Library institutes a **philanthropic fund development program**, designed and implemented with professional expertise, to build community understanding of and charitable support for the Library. Activities of the Friends continue as a vital part of this philanthropic fund development program. A comprehensive fund development plan clearly articulates our

short- and long-range goals, benchmarks and strategies. We regularly monitor progress and evaluate performance.

Continuous feedback from the community coupled with our own enhanced capabilities allows us to respond in a timely and innovative fashion to meet changing needs and interests. The services we provide today may well be delivered in a different way tomorrow; we may change or abandon some services and may develop alternatives.

Planning and evaluation, both short- and long-term, is a standing function of the Library. We regularly acquire quality information to make strategic decisions. We have evaluation and feedback systems for internal and community needs assessment.

We have a plan and process for determining the data we need and for collecting and analyzing the data. We constantly evaluate emerging trends in information services, customer service and technology, not-for-profit management and governance, fund development, and other relevant areas. We establish standards and benchmarks, by which we measure our performance, cost effectiveness and accountability.

The context for our vision

The Library articulated its vision for the future based on lessons learned and implications of those lessons. This context reminds us of where we come from and what we anticipate in the marketplace.

Lessons learned

Along with our values, these lessons learned provide the foundation for the decisions made about the Library's future. These lessons learned were articulated at the decision-making retreat after a discussion of the research results presented in the [Findings Report](#).

1. Demographics are changing and will continue to change dramatically. Newington is diverse now and will likely be more diverse in the future.
2. The world is getting smaller and smaller. We live in a global society and there is more awareness of international issues.
3. Constituents have diverse needs – sometimes complementary and sometimes contradictory. The Library can never be all things to all people.
4. The community's interests and needs change. Continuous feedback from constituents coupled with the ability to respond in a timely and innovative fashion are essential if the Library is to retain its good marketplace position.
5. Ongoing planning and flexibility, and timely decision-making are also critical to retain the Library's marketplace position.
6. The economy goes up and down. No government will have enough money to meet the wants and needs of its community based on what its taxpayers are willing to pay. Citizens complain more and more about taxes. Governments regularly cut allocations to services including libraries.
 - The Library will probably never have enough \$ to meet all the library information needs of its constituents.
7. Technology is ever changing. Technology has increased and will continue to increase a user's ability to manage his/her own information future.
 - Library must define its technology role in this ever-changing environment, keep abreast of technological trends that will help Library users, and enhance Library staff capacity.
8. Traditional organizational and governmental boundaries are changing. Others may now take on roles that once belonged to a particular organization or government entity.
 - People use different libraries and bookstores to meet their information and entertainment needs.

9. Constant communication and creative partnerships are essential. Increased collaboration and even regionalization may be necessary.
10. There is a decline in people's sense of community and sense of belonging. More and more people seek ways to bring people together and build community.
11. Bookstores are more like libraries and people use both bookstores and libraries as entertainment and information centers, as well as places to gather together.

How the world we anticipate in 2005 will affect the Library

1. Changing demographics/diversity

- Need for:
 - a) Multi-lingual and multi-cultural programs and materials and ESL classes.
 - b) Bilingual Library staff.
 - c) For the elderly: Security, social services, day programs, and alternatives to reading books (sight problems).

2. Financing

- Limited funding for services, materials and programs will affect Library services, outreach, staff retention and recruitment.
- Need for:
 - Raising money beyond tax dollars.
 - Developing alternative revenue streams, e.g., possibility of Library fees, fund raising.
 - More collaboration to better spend resources and eliminate duplication.
 - More advocacy to retain tax allocation.

3. Audience

- More outreach to targeted audiences is necessary.
- Less foot traffic but more and different demands on staff.

4. Services

- a) Change ways the Library provides information to homes, e.g., more training for staff and public, more on-line services.
- b) Change in nature of services
- c) New focus for collection development.
- d) Change the way programming is provided for families.
- e) Development of homework centers.
- f) Increasing pressure for multi-media delivery.
- g) Even higher expectations for quality and scope of Library service. People want more services for fewer dollars.
- h) Life experiences outside the Library create expectations that are difficult to meet.

5. Staffing issues

- a) Ability to communicate in languages other than English.
- b) Technology skills.
- c) Assignments to different locations.
- d) Training.
- e) More staff, fewer staff, different types of staff.

6. Management

- a) Change the structure or organization of Library services, Library staffing, etc.
- b) Discipline problems with teens and hence need for staff training, space allocation, intragency coordination and cooperation to serve teen needs.
- c) Policies and procedures
 - To protect the Library from lawsuits.
 - Regarding children left in the Library.
- d) Find and eliminate duplicative services.
- e) Despite high satisfaction levels, there are areas that need improvement at the Library.
- f) The data we collect and the way we evaluate the Library will probably have to change.
- g) More significant partnership between school system and public library. Library is major resource for Newington schools.
- h) CT State Library has a long-range plan that will reach out to libraries and help direct the future for Connecticut libraries.

7. Level of visibility and presence in the community

- a) Presence on the Web and on public access TV.
- b) Scope of marketing to build awareness.
- c) Strategies (audience reasons/needs) to draw people into the Library as more people use the Library from the home.
- d) Issues related to non-patrons:
 - What is the issue regarding non-patrons?
 - Lack of awareness of the Library, its services, etc. (Communications issue on the part of the Library).
 - Perception that the Library is not available, accessible and inclusive?
 - Library does not meet their needs (Communications issue on the part of the Library).
 - People chose not to use the Library (People's choice).
 - To what degree is the Lucy Robbins Welles Library available, accessible and inclusive to the diverse constituencies of Newington?
 - To what degree are diverse constituencies aware of the availability, accessibility and inclusiveness of the Library?
 - How does a government-supported library adequately reach out to and communicate its availability and accessibility – without diverting

excessive or unreasonable resources to those that do not use or may not wish to use the library?

8. Facility issues

- a) Redistribution of services and resources.
- b) Adequacy of security.
- c) Adequacy of space.
- d) Need to anticipate space needs and develop expansion/adjustment plans as an ongoing Library activity rather than an every-decade occurrence.

Goals to Achieve Our Vision

Our strategic plan describes the steps we will take to move from our current reality (described in October 1999) to achieve our vision for the 21st century. As this strategic plan draws to a close, we will devise another plan directed at achieving this vision. If we have achieved this vision, our next strategic plan will help us achieve our new vision.

Goals

- 1. Cultivate the library as a center of this changing and growing community by enhancing our collections, programming and delivery to meet its diverse needs and interests.**
- 2. Strengthen marketing and communications to enhance community awareness and marketplace position.**
- 3. Improve our planning and evaluation in order to support strategic decision-making.**
- 4. Launch a comprehensive philanthropic fund development program to assure financial stability.**
- 5. Strengthen management and staffing of the Library to meet the needs of the 21st century.**
- 6. Strengthen governance to meet the needs of the 21st century.**

Strategies to Achieve Our Goals

General strategies are outlined in this section along with target timeframes, assignments of responsibility, costs as possible, and financing sources.

Goal 1:

Cultivate the library as a center of this changing and growing community by enhancing collections, programming and delivery to meet its diverse needs and interests.

Collections

- a. Develop and implement ways to assess our current collection of materials.

Planning start date:	FY1999-III
Report date to the Board:	Ongoing
Implementation date:	Ongoing
Cost:	Request from Town appropriations
Responsibility:	All appropriate personnel

- b. Develop and implement methods to determine needs of the community.

Planning start date:	FY1999-III
Report date to the Board:	Ongoing
Implementation date:	Ongoing
Cost:	Request from Town appropriations
Responsibility:	All appropriate personnel

- c. Keep informed of trends in new collection formats.

Planning start date:	FY1999-III
Report date to the Board:	Ongoing
Implementation date:	Ongoing
Cost:	Request from Town appropriations
Responsibility:	All appropriate personnel

- d. Develop test marketing for new formats.

Planning start date:	FY1999-III
Report date to the Board:	Ongoing
Implementation date:	Ongoing
Cost:	Request from Friends
Responsibility:	All appropriate personnel

- e. Undergo a space and security needs assessment for current facility and develop a plan and financing to implement results.

Planning start date:	FY2003-IV
Report date to the Board:	FY2004-I

Implementation date: To be determined
 Cost: To be determined
 Responsibility: Library Director, House Committee

Programming

- a. Use demographic statistics to determine changing populations.
 Planning start date: Annually
 Report date to the Board: Annually
 Implementation date: Ongoing
 Cost: No cost
 Responsibility: All appropriate personnel
- b. Continue to develop and implement programming for targeted audiences.
 Planning date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request from Town appropriations and Friends.
 Responsibility: All appropriate personnel
- c. Explore, and develop and implement as appropriate, programming possibilities in different and innovative venues i.e. cable TV, Internet, other places in the community.
 Planning start date: FY1999-III
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: To be determined
 Responsibility: All appropriate personnel
- d. Develop and implement ways for constant evaluation and improvement of programs.
 Planning start date: FY2000-I
 Report date to the Board: FY2000-II
 Implementation date: Ongoing
 Cost: To be determined
 Responsibility: All appropriate personnel

Delivery

- a. Enhance existing www presence, making remote delivery of information and services a routine task deliverable as a 24-hour/day 7-day/week operation.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: To be determined
 Responsibility: Community Services and Children's staff

- b. Explore, and as appropriate develop and implement alternative convenient delivery of materials, i.e. self-checkout, mail delivery.
- Planning start date: FY2001-I
 Report date to the Board: FY2001-III
 Implementation date: Ongoing
 Cost: Request from Town appropriations
 Responsibility: Library Director, Collection Management staff and consultant
- c. Develop a plan for redesign of existing spaces to better utilize physical plant and to allow easier access to collections.
- Planning start date: FY1999-III
 Report date to the Board: FY1999-IV
 Implementation date: To be determined
 Cost: To be determined
 Responsibility: Consultant and appropriate staff units
- d. Continue to build an information infrastructure that provides electronic access to the public.
- Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request from Town appropriations and Friends
 Responsibility: Technology Team

Goal 2:**Strengthen marketing and communications to enhance community awareness and marketplace position.**

- a. Develop and implement a comprehensive marketing and communications plan for the Library and the Friends that includes measurable goals and activities and supporting materials.

Planning start date: FY2004-I
 Report date to the Board: FY2004-III
 Implementation date: FY2004-IV
 Cost: Cost to develop plan is estimated at \$5,000. Cost to copywrite, design and print support materials to be determined.
 Responsibility: Consultant and Staff Marketing Team

- b. Continue to enhance presence on the www by constant work on Library's homepage.

Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request from Town appropriations
 Responsibility: New position, Staff Marketing Team

- c. Continue to foster strong relationships with local and regional media representatives.

Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: No cost
 Responsibility: Staff Marketing Team

- d. Personalize messages and communications strategies to new target markets.

Planning start date: FY2003-II
 Report date to the Board: FY2003-III
 Implementation date: FY2003-IV

Cost: Part of marketing consultancy to devise. Cost for implementation to be requested from Town appropriations

Responsibility: Community Services

Goal 3:

Improve our planning and evaluation in order to support strategic decision-making.

- a. Integrate short- and long-term planning, evaluation, and revision of policies and plans, as a standing function within Library operations. This includes monitoring progress of this current plan, evaluating performance, and extending the plan beyond 2003.
- Planning start date: Ongoing
- Report date to the Board: Ongoing
- Implementation date: Ongoing
- Cost: Revision done by staff
- Responsibility: Library Director and Staff and Board task forces as necessary
- b. Engage the Board, through its due diligence function, in ongoing planning and evaluation.
- Planning start date: Ongoing
- Report date to the Board: Ongoing
- Implementation date: Ongoing
- Cost: No cost
- Responsibility: Library Director and Board President
- c. Establish procedures to measure effectiveness in all relevant areas of the plan. These areas include fiscal, governance, customer service, technology, library and information services, not-for-profit management, fund developing, and marketing/communications.
- Planning start date: FY2003-II
- Report date to the Board: FY2003-III
- Implementation date: FY2003-IV
- Cost: Cost and financing to be determined
- Responsibility: Library Administrative staff and PEP Committee
- d. Build a cost-benefit analysis structure as a measurement tool in order to continually measure costs and evaluate benefits of new, existing, and proposed library services and materials.
- Planning start date: Ongoing
- Report date to the Board: Ongoing
- Implementation date: Ongoing
- Cost: No cost
- Responsibility: Library Administrative staff

Goal 4:

Launch a comprehensive philanthropic fund development program to assure financial stability.

- a. Articulate the role and relationship of the Board of Trustees, Friends, and staff as they relate to fund development.
 Planning start date: FY2002-II
 Report date to the Board: FY2003-I
 Implementation date: FY2003-III
 Cost: If it is decided to secure consulting assistance, cost estimate of \$5,000 will support this entire goal.
 Responsibility: Fund Development Comm. Board, Friends, Consultant
- b. Based on an evaluation of the philanthropic marketplace and the Library itself, design, develop, and implement a fund development program that brings together and coordinates fund-raising activities for the Library.
 Planning start date: FY2003-I
 Report date to the Board: FY2003-III
 Implementation date: FY2003-IV
 Cost: Part of Fund development consultancy
 Responsibility: Fund Development Comm., Board, Friends, Consultant
- c. Clearly articulate the case for support.
 Planning start date: FY2003-III
 Report date to the Board: FY2003-III
 Implementation date: FY2004-IV
 Cost: Articulation is part of fund development consultancy. Cost to be determined for copywriting and designing a communications piece.
 Responsibility: Fund Development Comm., Board, Friends, Consultant
- d. Orient and train staff, trustees, and others regarding best practice and the body of knowledge in fund development.
 Planning start date: FY2003-IV
 Report date to the Board: FY2004-I
 Implementation date: FY2004-II
 Cost: Part of fund development consultancy.
 Responsibility: Fund Development Committee, Consultant

- e. Monitor progress of development plan and evaluate performance.
 Planning start date: FY2004-II and then ongoing.
 Report date to the Board: Ongoing.
 Implementation date: Ongoing.
 Cost: No cost
 Responsibility: Fund Development Committee and Board
- f. Continue to build the endowment fund to support the Library.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 FY 2003 Consider initiating a formal fund-raising program to build endowment after the fund development consultancy has built capacity.
 Cost: Costs associated with fund development; to be determined.
 Responsibility: Fund Development Committee and every Board member

Goal 5:
Strengthen management and staffing of the Library to meet the needs of the 21st century.

Staffing

- a. Determine core competencies for the new vision. Develop, implement, and evaluate a structured professional development program for staff based on these competencies.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request from Town appropriations
 Responsibility: All supervisory personnel
- b. Work within existing Town and bargaining unit structures in order to provide the best salary and benefits packages available in order to attract and retain highly qualified staff. Review and improve recognition and retention activity for staff and volunteers.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request from Town appropriations, Friends
 Responsibility: Bargaining unit staff members, administrative staff
- c. Continue to cultivate talents and interests of existing staff.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing

- Cost: No cost
 Responsibility: All supervisory personnel
- d. Continue to enhance automation systems that support staff functions, including staff training in those functions.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Cost and financing to be determined
 Responsibility: Staff Technology Team

Collaboration

- a. Evaluate existing partnerships with Newington schools and libraries in surrounding towns with an eye toward alternative management arrangements. As appropriate, develop and implement plans.
 Planning start date: FY2002-I
 Report date to the Board: FY2002-III
 Implementation date: Ongoing
 Cost: Cost and financing to be determined
 Responsibility: Library Director
- b. Continue to work with existing Library consortia and the CT State Library on partnering and outsourcing ventures that will improve access for patrons and be cost effective.
 Planning start date: Ongoing
 Report date to the Board: Ongoing
 Implementation date: Ongoing
 Cost: Request Town appropriation
 Responsibility: All appropriate personnel

Goal 6:

Strengthen governance to meet the needs of the 21st century.

- a. Develop policies and procedures for identifying, cultivating, and screening candidates for trusteeship.
 Planning start date: FY2003-III
 Report date to the Board: FY2004-I
 Implementation date: FY2004-II
 Cost: No cost unless consulting assistance is necessary
 Responsibility: Committee on Trusteeship and Board
- b. Develop and implement a Board orientation and training program to help trustees develop skills in fund development, governance, and other areas of responsibility.
 Planning start date: FY2003-III
 Report date to the Board: FY2004-I

Implementation Date: FY2004-II
 Cost: No cost unless consulting assistance is necessary
 Responsibility: Committee on Trusteeship, Library Director

- c. Clarify the legal and moral accountabilities of the Board and articulate the performance expectations of each individual as a trustee. Communicate these to appointing bodies, appointees, and those who are nominated and elected. Annually review and update policy, fiscal, and personal responsibilities of the board.

Planning start date: FY2003-III
 Report date to the Board: FY2004-IV
 Implementation date: FY2005-I
 Cost: No cost unless consulting assistance is necessary
 Responsibility: Committee on Trusteeship and Board

Plan of Work, 2003-2004

Listed below is the plan of work that the library will follow beginning July 2003 and ending June 2004. The plan was formulated during planning sessions with library administration and department heads. Library Board and Friends will work on their own strategies outlined in the Strategic Plan.

Goal 1, Collections:

- Run periodic, informal patron surveys targeted to specific areas of the collection. Adult fiction will be targeted. An online survey will be available, too.
- Alter the fiction selection process, utilizing more staff input.
- Complete a space needs assessment for current facility.
- Provide a refresher course in weeding; determine individual weeding goals and evaluate results.
- Increase readers' advisory services in the library by providing staff with appropriate training.

Goal 1, Programming:

- Implement the **Family Place** project that includes: a 5 week parent/child workshop on a quarterly basis, a multimedia early childhood collection, a multimedia parenting collection, a Family Place coalition of local professionals.
- Present program series of interest to businesses.

Goal 1, Delivery:

- Investigate the implementation of the acquisitions, system holds, and email notification portions of the CONNECT system and implement enhancements if they are cost available and cost effective.
- Explore, and implement an internal wireless network.
- Explore new ways to teach Internet and database classes to the public.
- Continue to enhance the existing library website by exploring 24/7 reference service and interactive searching capabilities. Daycare and Nursery School file, business newsletter, Business Directory, popular materials lists, summer reading lists and more forms will be added as well.
- Keep informed of new trends in electronic books (netLibrary). Experiment with new formats as appropriate.
- Explore the acquisition of devices that will allow disabled patrons easier access to services, collections, and programs.
- Design and distribute material that outlines library services to residents of nursing homes and assisted living sites.
- Enhance existing Homebound Service; build volunteer corps for delivery purposes.
- Create a business e-newsletter and market it to businesses.

Goal 2, Marketing:

- Devise a comprehensive marketing plan for the library's website.

Goal 5, Staffing:

- Focus on customer service training for all staff.
- Continue to expand corps of volunteers and find ways to utilize them more efficiently.
- Continue to work within bargaining unit structure to offer promotional opportunities to staff.

Goal 5, Collaboration:

- Collaborate with Town Information Technology staff as recommendations from the Adnet report are implemented.
- Collaborate with Town Clerk's office in order to reach out to new businesses.
- Work with Town Manager and Community Officer to bring relevant library services to local businesses by visiting them as a team.
- Participate in the regional summer reading program for children.

Implementation

Together, the Board of Trustees and the staff are accountable to the community to assure the achievement of the Library's vision. The Board is legally and morally accountable to the community and aggressively carries out its due diligence function.

Staff is responsible for implementing the strategic plan. Staff provides guidance and leadership to the Board of Trustees, its committees and task forces, and the Friends, enabling these groups to help the Library achieve its vision. As the chief executive officer of the organization, the Library Director is held accountable for leading the Library to its vision.

The Board sets policy and direction. The Board and its individual Board members are responsible for assuring financial integrity and acquiring the necessary resources to carry out the plan.

Standing committees of the Board help the Board carry out its work. Ad hoc task forces work on a time-limited basis to carry out specific projects or activities and then go out of business. Committees and Board task forces report to the Board and are accountable to the Board.

In addition to Board committees and task forces, staff may establish management task forces to work on particular activities. These staff task forces report to management.

Library staff, Board and committees/task forces use this strategic plan to direct their work. Under the guidance of staff, committees and task forces create work plans to carry out strategies and define benchmarks to measure achievement. The plan is used to outline employee job expectations and to appraise employee performance.

Recommended Board committees and task forces for this strategic plan

Note: All committees are responsible for engaging the Board in strategic discussion regarding issues. All committees recommend policy to Board, relevant to committee scope.

Budget Committee

General role

- Reviews the budget proposed by staff and recommends it to the Board for action.
- Reviews the year-end financials (library budget) and presents results and trends to the Board.
- At least quarterly, analyzes financial trends and their implications and discusses with the Board.

Investment Committee

General role

- Helps the Board fulfill its due diligence function regarding Library financial affairs
- Recommends policies to the Board concerning investment and distribution of funds.
- Provides general oversight in the management of invested funds.
- Recommends policy regarding financial management.

Committee on Trusteeship (Formerly the Nominating Committee; expanded responsibilities.)*General role*

- Annually identifies the skills and qualifications required of Board members and reviews with the Board. Conducts an inventory of skills, determines gaps and identifies candidates who fill these gaps.
- Works with Town Council to explain the performance expectations and role of all Board members and recommends candidates for Town appointees.
- Annually conducts an appraisal of the performance of all Board members, discusses performance with each Board member, and recommends action for improvement.
- Every other year, conducts assessment of Board performance, discusses results and helps the Board determine action for improvement.
- Works with staff to develop and conduct annual Board orientation and to develop additional training opportunities throughout the year.

Nominating Subcommittee (members to be appointed from Committee on Trusteeship)

- Conducts screening interviews with candidates for Board membership and for officers to determine appropriateness of nomination.
- Presents a slate of nominees for Board and officer positions.

Planning, Evaluation, and Policy (PEP) Committee (Formerly the Operations Committee.)*General role*

- Works with staff to continually assess community needs and to evaluate Library programs, policies, and services.

House Committee*General role*

- Provides general oversight for facility planning, improvements and maintenance.

Fund Development Committee*General role*

- Responsible for institutionalizing the process of philanthropy and fund development within the Board as a whole.
- Works with staff to develop the annual fund-raising plan and monitor progress.
- Analyzes fund-raising results and discusses trends, implications and interventions with the Board.
- Provides personalized follow-up to each Board member to engage each individual in the fund development process.

Monitoring progress of the plan and institutional health

Monitoring progress and institutional health is a primary due diligence function of both Board and staff.

The Library will enhance its due diligence by focusing on the following types of evaluation:

- Regular review of monthly financials and annual fiscal year compilation and analysis of what this means for achieving the strategic plan.
- Regular review of progress of strategic plan including an annual goal setting process that directs budgeting.
- Periodic self-assessment of the Board's governance performance.
- Annual assessment of individual Board member performance.
- Periodic assessment of the Library's adherence to its own values.

To monitor progress of this plan, the Library will carry out the following activities:

Board activities

- The Board will discuss progress of the strategic plan at every Board meeting.
- Committees and task forces will use the strategic plan to help establish their work plan for each year.
- The Board will use progress on the strategic plan as a performance appraisal element of the Library Director.

Staff activities

- Staff will discuss progress of the strategic plan at all appropriate Library meetings.
- Staff and Library management personnel will use the strategic plan to direct their work.
- Progress on the strategic plan will be used as criteria in the performance appraisal of all staff.
- The Library Director will provide a brief written progress report, on a quarterly basis, for discussion with the Board.

Annual evaluation and planning process

- As noted in the strategic plan (goal #3), the Library will enhance its evaluation processes to provide improved information for decision-making.
- Annually, Board and staff will meet at a planning retreat to accomplish the following:
 - Review progress of the strategic plan.
 - Discuss new information gathered through the Library's enhanced evaluation program.

- Determine lessons learned and implications for the Library’s future and its strategic plan.
- Target direction and goals for the next fiscal year.
- Develop the budget to support the direction and goals for the next fiscal year.

Calendar

The Library’s fiscal year runs from July 1 through June 30. The quarters are:

Quarter I	July, August, September
Quarter II	October, November, December
Quarter III	January, February, March
Quarter IV	April, May, June

Ongoing, not a specific date