

**Warren Public Library
Strategic Plan 2010-2012
November 2, 2009**

1.0 PURPOSE

The purpose of this document is to provide a Strategic Plan (SP) for the Warren Public Library (WPL) with respect to the years 2010 through 2012.

2.0 BACKGROUND

The Warren Public Library (WPL), located in the Warren Town Hall (WTH), serves the Warren community of 1700 full-time residents as well as a significant number of visitors and other Valley residents. This Strategic Plan was created in 2009 simultaneous to the efforts of planning, designing, procuring for, and ultimately moving the WPL from the Municipal Building into the WTH. At the time of publication the move is entirely complete and the library fully functioning in its beautiful new space. This document factors in the benefits of the move, some of which are: nearly double additional square footage including a dedicated children's area; computerized collection catalog; additional public access computers and wireless access for patrons bringing their own computers; ADA accessibility; 30% additional shelf space; and public meeting spaces available on upper and lower levels of the building. The WPL is committed to providing an excellent level of service in many of the past service areas such as programs, story hours, and improving the collection, and would like to explore new ways in which the library can excel as a result of the move into the WTH. With the current state of the economy, there is near term fear that some of this exploration will suffer from lack of funding, and hope that the value of the ideas will manifest additional financial support.

Some relevant recent statistics:

Circulation 2008		Circulation 2009
June	1122	1159
July	1475	1616
August	1302	1517
September	881	1160

Foot Traffic 2008		Foot Traffic 2009
June	612	731
July	807	1073
August	870	1200
September	542	750

2.1 Mission Statement

The Warren Public Library serves the greater Warren community as the focal point for lifelong learning and self-enrichment. It is an access point for the intellectual resources and energy of the community, and offers young children a positive introduction to the world of learning and reading for pleasure.

3.0 PLANNING PROCESS

The process for generating an updated SP for the WPL included three components and was based on the formats suggested in the book *Strategic Planning for Results* by Sandra Nelson.

3.1 Planning Committee

In February 2009 a committee comprised of six Valley residents with varying degrees of connection to the WPL was established to engineer a strategic planning process that would yield a renewed Strategic Plan for the WPL. See appendix I for member names.

3.2 Executive interviews

Executive interviews were used to glean a broad range of perspectives on the current WPL operations and possibilities for future operations. The Committee identified 50 Valley-based individuals from a variety of backgrounds, (overwhelmingly Warren residents) to interview. The results served as discussion points for the Strategic Planning Session. See appendix II for interviewees.

3.3 Strategic Planning Session

An all-day strategic planning session was held with a moderator and staff, volunteers and a trustee of the Library, on 8 September 2009 in order to identify critical components of WPL operations in the coming years. The goal of the Session was to intensively review specific service areas, using a SWOT analysis, and generate practical road maps for enhancing operations in those areas.

4.0 THE STRATEGIC PLAN

This plan will focus on the calendar years 2010, 2011, and 2012. The three-year period was selected because the Planning Committee hopes to coordinate with libraries in the Mad River Valley that will be renewing Strategic Plans in 2012. The Committee believes that linking the Strategic Plans of the local public libraries will yield increased efficiencies and enable the libraries to strengthen areas of natural synergy and highlight specialty niche activities/capabilities of the individual institutions.

Warren Public Library Goals and Objectives

In addition to regular and ongoing operations, the WPL will focus on six (6) key areas during the three-year period, 2010 through 2012:

4.1 GOAL: Help patrons find and evaluate information

Patrons will have access to educational programs to develop their ability to find and evaluate information.

4.1.2 Objectives

- The number of library patrons who use the library catalog from home or at the library will increase by at least 10% per year.
- At least five patrons will participate in each quarter's training session on library computer and catalog systems (First session by March 2010)
- Patrons will have the option of working with expert local volunteers in twice-yearly training sessions on conducting online research. (First session by June 2010).
- Patrons will be able to schedule, by appointment, tutorials about how to access and

download audio books. (Available by January 2010).

4.2 GOAL: Help patrons express creativity and share content

Patrons will be able to use the WPL as an outlet to create and share content.

4.2.1 Objectives

- Local artists will be invited and selected on a rotating basis to display their work. . (First exhibit by June 2010 and at least 3 exhibits per year.) Displays could include the work of students and well as professional artists.
- Young people will participate in an annual poetry slam. (First program late September 2010)
- Patrons will have the ability to post book reviews to the WPL Web site.

Assessment of results: Annual library survey will ask for feedback on the art exhibits and for recommendations of other activities in the same area. Participants in the poetry slam will be offered an evaluation form to comment on the program with space for suggestions.

4.3 GOAL: Patrons will have access to rich and inspiring content. Patrons will be able to find high quality materials for reading, viewing and listening at the WPL

4.3.1 Objectives

- Patrons will be offered an ongoing display of staff and volunteer recommendations, which will be changed, monthly.
- Young adults will be offered content (Books, Music, DVDs) selected by a Teen Advisory Board.
- The work of local artists, writers and musicians will be displayed and highlighted at the WPL.
- Patrons will be able to request materials via a suggestion box.
- Patrons will benefit from an expanded DVD collection through an ongoing request for donations. The audio CD collection will be expanded by asking patrons to sponsor additional titles.

Assessment of results: Annual survey will request feedback on the quality of the overall collection and for specific feedback on various sections of the library. At least 80% of WPL patrons will rate the library collection as very good or above.

4.4 GOAL: Help patrons be informed citizens

The WPL will continue to meet its obligation to assist patrons seeking to learn about community resources/services, local activities; and local, national and world affairs.

4.4.1 Objectives

- Patrons will be able to depend on the WPL for access to a thorough and organized list of community resources.
- The burden on local taxpayers will be alleviated by identifying four new sponsors for critical magazine and newspaper subscriptions each year.
- Mad River Valley residents will benefit from WPL partnerships with local organizations. (WPL will coordinate content offerings with local events or speakers -- e.g. Green Mountain Global Forum).
- Patrons who are unable to attend library programs will continue to have the opportunity to see local television coverage of events held at the WPL.

Assessment of results:

The annual survey will ask how many patrons used the WPL list of community resources. At least 20 patrons will have used this list by the end of 2010. Survey will also assess the magazine and newspaper collection for relevance, ditto our programs and partnered programs. The survey will find out how many people watch our programs on Channel 44.

- 4.5 GOAL: Young children will experience encouragement and an opportunity to develop skills and enthusiasm at the WPL.** One of the WPL's greatest strengths is our commitment to young people and their families; and we will continue to strengthen our efforts to bring the world to them through books, music, video, and audio.

4.5.1 Objectives

- Identify funding sources for and participate in the FOL USA's "Books for Babies" program.
- Children from birth to age five will be offered a "story time" at the Waitsfield Farmers Market.
- The Home-schoolers group will be able to schedule regular sessions at the WPL.
- Patrons will find increased "foreign language" material in a clearly delineated and publicized location.
- Day-Care centers will be supported by easy access to Library resources.
- Children will continue to enjoy WPL's current programs.
- Children will find a collection that is steadily expanding throughout the next three years.
- Host a D.E.A.R (Drop Everything And Read Day) every 12th of April.

Assessment of results:

The Waitsfield Farmers Market will serve at least 5 children per story time. At one of the Home-school sessions parents and children will be offered an opportunity to discuss the collection and services of the WPL to help refine services to this group. The annual survey will ask for comments on the foreign language collection and services. The annual survey will ask for feedback on children's programs and materials. At least 50 people will participate in the first D.E.A.R. On April 12, 2010.

- 4.6 GOAL: Patrons will find the WPL to be a welcoming, comfortable, and pleasant place for browsing, meeting and learning**

The new space in the Town Hall provides a welcome opportunity for the WPL to deliver services in comfort and allows room for growth.

4.6.1 Objectives

- Continued use of the WPL for meetings of community groups/book clubs.
- Hold annual "kids overnight" at the library.
- Purchase, or identify funding to purchase, new pieces of furniture.

4.7 Organizational Competencies

In addition to the strategic plan objectives, and maintaining the regular operations and activities that have made it an important Valley resource and community living room, the WPL should enhance organizational competencies in the following areas:

- The WPL Web site
- Launch a program to attract community service volunteers from Harwood Union High School to tackle select WPL tasks (such as building the list of community resources mentioned in section 4.4.1)
- Identify and train additional volunteer staff.
- Maintain and expand grant writing and endowment seeking activities.
- As appropriate, encourage the use of the basement and third floor of the Town Hall for activities related to WPL programs.
- Continue and enhance various trainings for WPL staff and volunteers.
- Improve current WPL interior signage
- Identify funding sources for additional staff hours.
- Establish a volunteer coordinator.
- Establish a Teen Advisory Group

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APPENDIX I: STRATEGIC PLANNING COMMITTEE

Deborah Kahn, WPL Director
Barbara Miller
Carol Miner
Jen Moffroid, WPL Trustee
Greg Platt
David Sellers

APPENDIX II: NAMES OF INTERVIEWEES

Alex Maclay, Rob Williams, AnnMarie DeFreest, Win Smith, Maria Burfoot, Susan Klein, Rebecca Peatman, Susan Hennessey, Michael & Melinda Carr, Joshua Schwartz, Jen Moffroid, Deborah Wetmore, Mary "Mike" Williams, Haley and Ally Behn, George & George Schenk, Dorothy Tod, Jen Higgins, Rachel Krcmar, Megan Moffroid, Marlene Weston, Carol Miner, Ken Friedman, Susan Stoehr, Reta Goss, Cindi Jones, Dave Ellison, Jim Sanford, Lexi Leacock, Barbara Miller.