



West Tisbury Free Public Library Strategic Plan FY2017 - FY2021

Message from the Library Director	3
Acknowledgements	4
Methodology	5
Mission and Vision	7
Guiding Principles	8
Strategic Plan Goals, Objectives and Activities	9
LEARN	9
READ	10
DISCOVER	11
CONNECT	12
Conclusion	16
Appendix A: Survey & Results	17
Appendix B: Community Snapshot	20
Appendix C: Library Statistics At A Glance	21

Message from the Library Director

We are pleased to present the West Tisbury Free Public Library Strategic Plan, FY2017 – FY 2021. Our mission and vision statements reflect the library's purpose and our aspirations for the next five years.

You, the people of West Tisbury, inspired this plan, by identifying some of the unique needs and dreams of our community. This plan provides a strategic framework to guide the decisions that will keep the library moving forward to accomplish the goals and objectives outlined in the following pages.

It has been an exciting time for our community with the recent renovation and expansion of the library. With new space, come new challenges. Our hope is to create core services and programs using the guiding principles outlined here to promote a healthy, empowered community library that extends beyond West Tisbury.

I thank the library staff, Board of Trustees, the Library Foundation, the Friends of the Library and the countless volunteers who dedicate their time and expertise to the library making it an extraordinary community center for West Tisbury.

Thanks for reading,

Beth Kramer

Director of the West Tisbury Free Public Library

Acknowledgements

This strategic plan would not have been possible without the help of these dedicated individuals. Many have been involved since 2014. The input they provided has helped to set priorities and shape the priorities and future direction of the West Tisbury Free Public Library.

Board of Trustees

Linda Hearn, Chair
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Beth Kramer, Director
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Laura Hearn, Circulation Assistant
Maureen Hall, Circulation Assistant
Alicia Wolff, Circulation Assistant
Ginger Norton, Circulation Assistant
Olivia Larsen, Circulation Assistant
Ann Quigley, Circulation Assistant

Planning Committee Members

Laura Coit	Doug Ruskin
Linda Chapman	Laura Hearn
Marta Camargo	Richard Knabel
Rachel Rooney	Kira Shepard
Hal Garneau	

Methodology

The West Tisbury Free Public Library embarked on a new Strategic Planning Process fourteen months after the library's expansion and renovation project was completed. This period allowed staff and patrons time to adjust to the new environment and space. During the building project, the library joined the CLAMS (Cape and Island Libraries Automated Materials Sharing) Network.

Under the direction of the Trustees and Library Director, a Strategic Planning Committee was formed. This group consisted of nine representative members from the community that met three times over the course of a year. Cheryl Bryan, Library Consultant, facilitated the first meeting where the group identified the library's strengths, opportunities, aspirations and results (SOAR). The SOAR analysis is a strategic planning tool that focuses an organization on its current strengths and future vision for the purpose of developing its strategic goals.

As part of the first meeting, Library Director Beth Kramer gave an overview of the demographics of West Tisbury and provided pertinent library statistics since March 2015 (see Appendices B & C). Beth also shared a brief summary of the expansion and renovation project focusing on the effect it would have on providing library services to the community.

Deb Hoadley, Library Consultant, facilitated the second meeting where the group identified their desires and priorities for the town of West Tisbury for the next 10-20 years. Community Visioning helps to guide the library in identifying its future priorities.

During this period, the Trustees and Library Staff were separately asked to provide their insight using the SOAR method. Staff also identified and discussed concerns about workflow, space utilization and balancing the needs of patrons with limited staff resources.

A survey was then developed and distributed throughout the town to gather broader input from the community (see Appendix A). The results were collated and the group convened for a third meeting to discuss and create draft service goals and objectives for the library to consider. A special thank you goes to Linda Chapman who provided the collated results of the survey.

All of this information, in combination with an in-depth review by library staff of current program and services offered, has helped to build a strategic framework for the next five years.



Mission

The West Tisbury Free Public Library provides free and equal access to information, resources, materials and technology to educate and enrich the lives of the residents and the wider island community in a welcoming and collaborative space.

Vision

The West Tisbury Free Public Library will be a community center where life-long learning happens in a blended environment of quiet and collaborative space allowing self-discovery and connections between people.



Guiding Principles:

Encourage life-long learning

The library will create a holistic environment and offer programs where people gather and connect with one another sharing diverse ideas, culture, love of arts and other common interests.

Promote literacy and a love of reading

The library recognizes the importance of reading for all ages and will strive to support every patron in becoming a reader for life.

Support children and youth

We will continue to build strong relationships with parents, educators, children and teens to support early literacy, and the educational efforts and endeavors of our young people.

Adapt and innovate

The library will invest in our staff, technology and infrastructure creating a 21st Century library through adaptive and innovative services.

Build strong collaborations

We will strengthen and expand partnerships with individuals, public and nonprofit agencies, community groups, educators and businesses.

Support intellectual freedom and access to information

We will facilitate the free exchange of information and ideas and provide convenient and easy access through both physical and online sites.

Strategic Plan Goals, Objectives and Activities

LEARN

Goal 1: Enrich educational, personal and professional pursuits for all ages through programming, information and services fostering personal growth and learning.

Objective A: Offer high-quality free instruction and programs to support life-long learning.

- *Develop and implement a programming plan.*
- *Identify top issues and interests through continued assessment of community.*
- *Include additional programs for all ages based on the priority programs identified.*
- *Provide additional staff to coordinate programming for adults.*



Objective B: Strengthen the library's contribution to the education of youth.

- *Work directly with school librarians at the West Tisbury School and Martha's Vineyard Charter School to create bridges for shared materials and programs.*
- *Seek out opportunities to co-sponsor programs with community nonprofits that impact tweens, teens and parents.*
- *Ensure every teacher and school administrator is aware of the ability of the library to provide students with homework assistance, access to technology and diverse collections.*
- *Provide training for library staff on teen/tween development; readers' advisory for youth and teen challenges.*

Objective C: Build cultural and global awareness by providing opportunities for people to come together and make connections.

- *Provide programs that focus on building cultural awareness through art exhibitions, books clubs, festivals and other special events.*
- *Proactively seek other organizations with which to partner in efforts to promote diversity.*
- *Develop intergenerational programming that inspires people to share their experiences and interests across ages and cultures.*
- *Create opportunities for library staff to become aware of local events, organizations and services and encourage participation with various community groups.*
- *Provide programming space at the library for other organizations and community groups to use.*



READ

Goal 2: Encourage and support a passion for reading and literacy.

Objective A: Build community around books.

- *Find more ways for people to join conversations about books through book groups and readers' advisory, including online resources.*
- *Improve the discoverability of physical materials (books, audiobooks, magazines, DVDs, etc.) by implementing the BISAC (Book Industry Standards and Communication) method in all areas of the library (adults, children and teens).*
- *Ensure the patrons of the library are aware of CLAMS and interlibrary loan opportunities available both on and off-island.*

Objective B: Develop and acquire relevant collections in formats that meet patrons' needs and expectations.

- *Create and implement plan to review policies and procedures related to collection development that keep our collection relevant and meet the specific needs of patrons.*
- *Determine the best way to preserve local, special and historical collections and allow better access to these materials through digitization or other means, such as displays in the library.*
- *Solicit ideas for collection development from patrons.*

Objective C: Provide access to digital materials and improve access and delivery of materials.

- *Continue to build our digital collection, specifically eBooks and downloadable audiobooks through OverDrive and Commonwealth eBook Collections and make this collection easily available to patrons.*
- *Work with local authors and artists to provide an outlet for readers' discovery.*

DISCOVER

Goal 3: Encourage 21st century technologies and innovation.

Objective A: Improve discovery and exploration of new innovations by adapting spaces, programs and services to support personal and collaborative endeavors.

- *Employ creative space planning to make library flexible and responsive to patrons' needs for both quiet and collaborative space.*
- *Build a strong volunteer group to build energy and capacity to offer innovative services and programs.*
- *Support an additional library staff position to provide volunteer coordination and programming.*
- *Manage newly renovated and expanded building and create plan to maintain the safe, vibrant and welcoming environment.*

Objective B: Encourage digital and computer literacy through technology training and access to the Internet.

- *Create a tech-savvy environment that allows discovery and exploration of new technology software and devices.*
- *Develop technology and computer training through one-on-one appointments, as well as classes to bridge the gap in digital literacy throughout the community.*
- *Create opportunities for teens to provide training and support to older adults.*

Objective C: Equip library staff with ongoing training, resources and time to use and learn basic competencies needed to meet the changing technology environment.

- *Provide opportunities for staff to attend workshops (live and online) and share with other staff members what they learned through regular staff meetings.*
- *Seek out opportunities for grants and other funding sources to purchase the most up-to-date devices and tools .*
- *Identify a metric of success for staff to learn technology competencies.*

CONNECT

Goal 4: Recognize the importance of youth in the community.

Objective A: Adapt spaces and services to support formal and informal schooling of youth from birth through young adulthood.

- *Observe patterns of behavior in the children and teen spaces and allow flexibility and movement within these spaces to provide different learning environments.*
- *Plan programs for parents and children based on developmental stages birth through age 6.*
- *Use tween and teen feedback*



and ideas on what services they need to be successful in school.

Objective B: Create stronger alliances with parents, schools and community groups to further make a difference in the lives of young people.

- *Actively seek opportunities for library staff to work with parents, schools and community groups to create beneficial support of the youth.*
- *Connect with teens to solicit ideas for unique and niche services and programs, which will foster independence and success.*
- *Develop website and online tools for children and teens which will serve as an informational resource.*

Objective C: Manage the changing needs and expectations of tweens and teens through a variety of communication channels.

- *Maintain and develop systematic plan for ongoing and consistent social media blasts.*
- *Implement state-of-the art improvements for a user-friendly website specifically for tweens and teens.*

Goal 5: Build and strengthen mutually beneficial partnerships.

Objective A: Create new alliances with community groups and businesses to benefit all residents.

- *Work with community groups to provide informational meetings on healthy aging, hospice services and health care resources.*
- *Convene community conversations at the library to enhance civic engagement around town issues.*
- *Collaborate with partners to provide high-demand services such as tax help, computer help and passport assistance.*

Objective B: Strengthen collaborations with existing partners to enhance and financially support educational, cultural and entertainment programs.

- *Library will host at least four programs each year in collaboration with non-profit art groups.*
- *Work with local cable and media professionals to tape at least one program a month to stream on library's website and community television.*

Objective C: Establish consistent and regular partnerships with other island libraries, which leverage library resource sharing.

- *Meet with other island librarians to discuss potential resource sharing of unique collections that can be rotated throughout the island.*
- *Explore the idea of an Island Library Program Calendar where special events are publicized to allow community members the opportunity to explore specific interests.*

Goal 6: Foster West Tisbury's sense of community through a holistic approach that celebrates its diversity.

Objective A: Establish the newly renovated and expanded library as a civic focal point and resource hub.

- *Review policies and practices that maximize patron access to computers, meeting rooms and other areas of the library.*
- *Investigate best ways to collect accurate information about town, government, community groups, and other organizations to create a one-stop source for the community.*



Objective B: Bring library resources in a convenient and easy way to all residents.

- *Maintain and expand current website to provide 24/7 information and resources.*
- *Analyze and gather feedback regarding best days and hours for patrons to visit the library.*

Objective C: Create regular and consistent communications about the library and community services, programs and events.

- *Train all staff to be effective promoters of all library resources and services.*
- *Establish effective communication channels, through print and online tools, to promote what the library has to offer.*
- *Use demographic and market research to target audiences aligning them with their reading preferences, special interests and educational pursuits.*
- *Provide regular updates of progress in implementing this strategic plan to the Board of Library Trustees, civic leaders and the public.*
- *Create opportunities to communicate and celebrate accomplishments with library staff and community members.*

Conclusion

The West Tisbury Free Public Library continues to deliver excellent program and service goals for the future. We are committed to continuing to provide the quality and innovative services our community needs and wants. Together, with the town's ongoing support, the library will be a vibrant center providing a place for life-long learning opportunities for our community.

Read, Learn, Discover and Connect!



Appendix A

Survey & Results



West Tisbury Free Public Library

2015 Community Survey

Please take a few minutes to complete this survey. Your input will help us to plan for our future. Thank you.

Beth Kramer, Director of the West Tisbury Library & The Trustees of the West Tisbury Library

1. Approximately how many times have you visited the West Tisbury Library in the last 12 months?

- ☐ Never ☐ 1 to 5 times ☐ 6 to 12 times ☐ 12 to 20 times ☐ More than 20 times

2. If you visited the West Tisbury Library in the last 12 months, did you...? *[Please check all that apply.]*

- | | |
|--|--|
| <input type="checkbox"/> I did not visit the library in past 12 months. | <input type="checkbox"/> Use a public computer? |
| <input type="checkbox"/> Borrow books or other materials (videos, audios, etc.)? | <input type="checkbox"/> Use the free wifi? |
| <input type="checkbox"/> Seek information you needed about a specific topic? | <input type="checkbox"/> Attend a meeting? |
| <input type="checkbox"/> Attend an adult program such as a lecture or concert? | <input type="checkbox"/> Find a good place to work or read or relax? |
| <input type="checkbox"/> Visit the Children's Room or attend a children's program? | <input type="checkbox"/> Apply for a U.S. Passport? |
| <input type="checkbox"/> Visit the YA (Teen) Room or attend a YA/Teen program? | <input type="checkbox"/> Sit on the porch? |

Something else?

3. If you visited five times or less in the past year, what prevents you from visiting the West Tisbury Library more often? *[Please check all that apply.]*

- | | |
|---|--|
| <input type="checkbox"/> This question doesn't apply. I visited the library six times or more in the past year. | <input type="checkbox"/> I find everything I need on the Internet. |
| <input type="checkbox"/> No time! | <input type="checkbox"/> I buy my own materials (books and magazines, etc.). |
| <input type="checkbox"/> I usually use another Library. | <input type="checkbox"/> I just fell out of the habit of going to the Library. |
| <input type="checkbox"/> West Tisbury Library hours are inconvenient. | <input type="checkbox"/> The West Tisbury Library doesn't have what I need. |
| <input type="checkbox"/> I can't get there easily. | <input type="checkbox"/> Life is complicated; visiting the Library is not at the top of my To-Do List. |

Another reason?

4. Our new Library was designed to be as flexible as possible and to maximize staff effectiveness. Is there anything you would change in this design?

5. How can Library staff better meet your needs as a patron?

6. If somebody gave the West Tisbury Library a pot of gold, how would you want the Library to spend it? *[Please check your **TOP THREE** choices.]*

- | | |
|--|---|
| <input type="checkbox"/> Programs for adults | <input type="checkbox"/> More eBooks, audiobooks, videos, downloadable magazines & newspapers |
| <input type="checkbox"/> Programs for teens | <input type="checkbox"/> Increase the hours that the Library is open |
| <input type="checkbox"/> Programs for children | <input type="checkbox"/> More resources in a specific area (Please specify the area in 'Something else?' below) |
| <input type="checkbox"/> Intergenerational programs | |
| <input type="checkbox"/> Something else? Please explain. | |
-

7. Libraries are changing significantly in the 21st century, and our Library can too. Please review the list of possibilities below, and please check the **FOUR** that are most important to you.

- | | |
|--|---|
| <input type="checkbox"/> Offer intergenerational programming (seniors and teens, adults and children) such as tech classes, sharing experience, reading together | <input type="checkbox"/> Offer more musical programs |
| <input type="checkbox"/> Have more celebrations to bring people together | <input type="checkbox"/> Offer more tech training |
| <input type="checkbox"/> Offer more programs on health and wellness | <input type="checkbox"/> Provide space for non-profits and other community groups to meet |
| <input type="checkbox"/> Offer outdoor programming | <input type="checkbox"/> Create a community place to see neighbors and visit, such as a café |
| <input type="checkbox"/> Reorganize library materials to more of a "bookstore layout" | <input type="checkbox"/> Offer more materials in electronic form |
| <input type="checkbox"/> Partner with other non-profits and libraries to offer programs in continuing education and life-enriching learning experiences | <input type="checkbox"/> Use the new building as a teaching model to promote our Library's "green" aspects inside and out. (For example, our composting toilets and bioswales.) |
| <input type="checkbox"/> Another program, service, collection you think the library should offer? | |
-

8. How do you think the library could accomplish these priorities?

9. Please tell us a bit about yourself. What is your age?

- ☐ Under 17 ☐ 18 to 25 ☐ 26 to 35 ☐ 35 to 50 ☐ over 51
-

10. Male or Female?

- ☐ Male ☐ Female
-

11. Do you have a CLAMS library card?

- ☐ Yes ☐ No
-

Thank you for taking this survey.

Survey Comments & Observations:

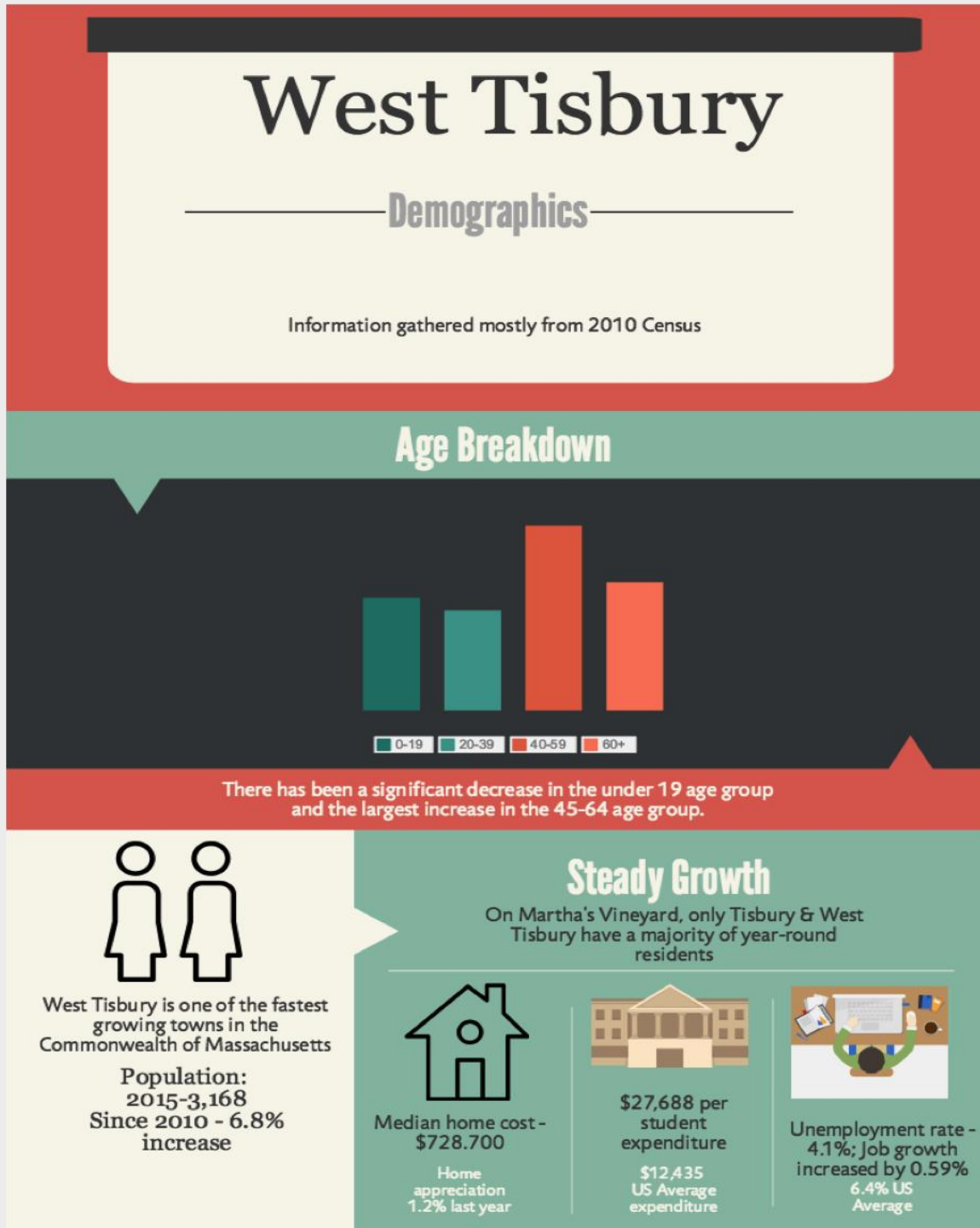
- 120 responses
- 75% were 51 years and older
- There were 25 online surveys; most were done at the town meeting on paper
- Increase in people looking for specific information – Reference 101; reference librarian needed
- Passport service – question about how many people use this service
- Tourist destination – take advantage of the library as a “tourist” stop
- Good comments about staff – great service; minor noise issues (some related to the building)
- Reference Databases (BPL) – this came back to the question of what do people need in terms of reference materials; are they getting what they need; are they being successful?
- Learning – huge component of comments related to educational series for adults
- Awareness/communication – mention of email and newsletter to strengthen getting the word out
- Vineyard Haven lecture series – quite a few mentions that people use VH; this could be due to the construction and people developing a habit of going somewhere else; good program
- Transparency of funds – now that the building is built, how is the money continuing to be used and how to advocate for more funds after such a huge investment has been made?

Highlights:

- Not program for program match – don’t try and duplicate efforts – augment or enhance what other organizations are doing – do not do the same things unless there is a real need
- Convenience/location – library is in a great location
- Pinpoint interests – need to continue to ask community members what interests them; bring people together around a common hobby.
- Technology work for you – need to look at operations and how new procedures can help with workflow and productivity
- Cost, planning resources needed to do programming (other sources of money) – look at grants, etc.
- Look at answers – find the unique
- Communication
- Target marketing with education

Appendix B

Community Snapshot



Appendix C

Library Statistics At A Glance

