

**Wellfleet Public Library
Long-Range Plan
2018-2022**

Letter from the Director

Greetings,

I am so pleased to present you with the Library's 2018-2022 Strategic Plan. This plan reflects what you, the Community, have identified as your vision for the Library in the next five years.

This is an exciting time for the Library, as we become a hub of new technology in the Town while we maintain the same atmosphere, service model, and collection that you have come to appreciate over so many years.

This document reflects the core values of the Library and builds upon them to provide a framework moving forward. The actions identified in this Plan will shape the direction of the Library – your Library.

I would like to thank the Board of Trustees, The Friends of the Wellfleet Library, and our many volunteers who are so generous and supportive. I would also like to thank the staff, who are all so special and so talented. The Library would not be the gem of the community without you.

Sincerely,

Jennifer Wertkin
Director,
Wellfleet Public Library

Mission Statement and Vision Statement

Mission Statement

The Wellfleet Public Library is a welcoming space that is free and open to all and provides books, information, technology, programming, entertainment, outreach, and services of all kinds to educate and enrich the lives of the people of Wellfleet and the greater community.

Vision Statement

The Wellfleet Public Library is a vibrant, central location that provides outreach to all demographics of the community, is a hub of forward thinking technology, supports employees, and has a building that reflects the character of the Town.

Methodology

In March of 2017, the Library Director and the Trustees began the process of creating a Five-Year, Strategic Plan for the Library. The Planning Process began by hiring a local, skilled facilitator, Sky Freyss-Cole, to lead the process.

We formed a planning committee of eight people (two staff members, one Trustee, one member of the Friend's Board, the Assistant Town Administrator, and three members of the Community) to begin the process. The Planning Committee first met on April 19th and was led, by Sky, in a SWOC exercise (Strengths, Weaknesses, Challenges, Opportunities). The exercise was very helpful in discovering initial takeaways, but it also provided a framework for the rest of the planning process.

On April 19th, Sky met with the Library staff for a similar exercise so the Plan could reflect the staff's insight – the “inside view” of the Library.

We led a strong advertising campaign for a Community Conversation that took place at the Senior Center on May 21st. Approximately 50 community members came to participate – some of whom had never been to the Library. Participants were grouped around small tables and were asked the following questions: (1) What inspired you to most to be here today? What is happening at the Wellfleet Public Library that is working really well? (2) What are other libraries, learning organizations, and community centers doing that we can learn from? (3) When you think about the future of this community and our Library, what role do you envision the Wellfleet Public Library serving? What is still happening? What more is taking place? (4) If success were guaranteed, what bold steps would you like to see the Library take?

On our final round, participants were asked: What most needs our attention going forward?

The Planning Committee met again on May 25th to synthesize the ideas generated at the previous exercises and to begin developing goals and objectives for the Strategic Plan.

The Planning Committee had their final meeting on September 12th to review and edit the plan.

The Trustees Reviewed the Plan on September 23rd and met on September 25th to approve the final Plan.

Acknowledgments

We would like to thank the following people who served on the Planning Committee:

Brian Carlson
Anne Freyss
Mary Fox
Lorna Kaplan
Anna Nielsen
Ginie Page
Dian Reynolds
Julia Salinger

We would like to thank the entire Library Staff who worked so hard to bring this Plan to fruition and will be doing much of the work to carry out the Plan for the next five years.

Jennifer Wertkin, Library Director
Naomi Czekaj-Robbins, Assistant Director
Anne Freyss, Library Assistant
Gabrielle Griffis, Outreach Coordinator
Margaret McClellan, Assistant Librarian, Technical Services
Anna Nielsen, Youth Services Librarian
Judy Taylor, Library Assistant
Joyce Tibbetts, Library Assistant

We would like to thank the community members who participated in our Community Conversation – this is your Library and your participation helped create this Plan.

Finally, thank you to our facilitator, Sky Freyss-Cole. Your guidance and skills made each meeting interesting, productive, and enjoyable. You assisted us in extracting the information that we needed to create this Plan.

Board of Trustees

Reatha Ciotti, Chair
Jane Baron, Financial Officer
John Morrissey, Secretary

Elaine McIlroy
Dian Reynolds
Susan Smith

Introduction and User Needs and Wants

The Wellfleet Public Library serves a Community of 2,800 year-round residents and approximately 19,000 summer residents and visitors. The Library is widely used and supported by both populations in all aspects including borrowing materials, programming, use of technology, as well as other services. In state rankings, the Wellfleet Public Library has consistently been ranked in the top five, and has annually earned the highest ranking of five stars in the national rating of Libraries in Library Journal.

The results from our planning process show that, while Library users are very satisfied with our current services, materials, and staff, they feel that there are several directions the Library can go to stay in synch with current trends and help with Wellfleet's future. More specifically, the public would like to see the Library concentrate on planning for additional multi-use space for meetings, programming, and staff use; create initiatives to draw more youth into the Library; and focus on technology.

The goals and objectives in our 2018-2022 plan reflect these results as well as other priorities identified in our planning process by the thoughtful input from the community.

GOAL 1:

ENRICH THE COMMUNITY EXPERIENCE IN THE LIBRARY.

Objective A: Maintain and Strengthen the Library Experience.

- *Continue to offer the Library's warm, welcoming, and personal service model.*
- *Evaluate the appropriate number of days and hours to be open to the public along with the accompanying staffing needs and explore budget priorities related to this evaluation.*
- *Investigate possibilities for food and drink to encourage mingling and conversation.*
- *Explore options for a quiet area.*

Objective B: Provide a High-Quality Collection of Materials.

- *Continue to build the Library's excellent collection that is comprehensive, high quality, and responsive to patron needs.*
- *Strengthen patron understanding and ability of how to access materials through the CLAMS Online Catalog, the Commonwealth Catalog, and via Interlibrary Loan.*
- *Build a stronger digital collection and make this collection easily discoverable and usable by patrons.*
- *Purchase and circulate electronic devices, WiFi hotspots, and other such materials.*
- *Draft a new Collection Development Policy that reflects the needs of a modern library.*
- *Evaluate the Library's budget priorities for materials for the forthcoming Fiscal Years to accommodate the public's growing and shifting use of materials.*

Objective C: Bolster the Library's Entertainment and Educational Program Offerings.

- *Evaluate the Library's current program offerings for attendance, interest, and time of day and shift program priorities based on this evaluation.*
- *Provide more programming in the winter months.*
- *Identify partnerships for programming with local arts and science organizations.*

Objective D: Provide for Ongoing Support of Library Staff.

- *Meet with the staff to evaluate what is needed for support.*
- *Provide for means to regularly celebrate staff and their accomplishments.*
- *Assess needs for additional staffing and prioritize this in the forthcoming budgeting process.*

GOAL 2:

CELEBRATE AND PROVIDE FOR YOUTH.

Objective A: Maintain a Warm and Welcoming Children's Room and Teen Room.

Objective B: Maintain and Continue to Build a Strong and Quality Youth Materials Collection.

Objective C: Continue to Offer Quality Science, Technology, Engineering, Arts, Math (STEAM) Programming and Collection while Encouraging Instruction and Participation by Talented Local Individuals with Expertise.

Objective D: Identify Opportunities for Outreach in the Community.

- *Act as Library Liaison for projects such as "One Book, One Town".*
- *Network with local organizations that serve children and teens.*
- *Investigate creating a parent group to establish best practices and stay current with the changing needs of the community.*
- *Create a tutoring or homework help center with a team of local retirees.*

Objective E: Meet with School Administrators and Teachers to Identify the Most Effective Ways to Continue the Library's Outreach and Collaboration with Schools.

- *Increase visits to local preschools, Wellfleet Elementary School, Nauset Middle School, and Nauset High School and work with teachers and children to support and build curricular and extracurricular needs.*
- *Work with the guidance counseling office at Nauset High School to administer Library scholarships for graduates.*
- *Work with local public librarians on shared programming such as summer reading.*

Objective F: Identify Ways to Draw More Teens into the Library.

- *Explore forming a teen advisory group to investigate further opportunities for teen programming.*
- *Identify and collect resources in high demand, such as graphic novels, and create programming around these resources.*
- *Continue to facilitate intergenerational book clubs around current social issues.*
- *Partner with town groups interested in building a teen space.*
- *Identify local teen artists and create formal art displays in the teen section of the Library with opening receptions.*

GOAL 3:

CREATE A LIBRARY WITH FORWARD-THINKING TECHNOLOGY.

Objective A: Establish the Library as the Technology Hub of the Community.

- *Provide state-of-the art equipment and services that are responsive to staff and patron needs.*
- *Conduct an ongoing investigation of the technological needs of the Library with an understanding that technology changes at a rapid pace.*

- *Explore options for funding and expanding equipment and software as technology continues to advance.*

Objective B: Create a Space Where Patrons Can Learn About Technology.

- *Hire consultants and use skilled staff member to hold classes on basic skills.*
- *Provide one-on-one technology support for patrons.*
- *Hold drop-in technology hours on a regular basis.*
- *Train all staff in basic technology skills.*

Objective C: Update or Build a New Library Website.

- *Evaluate the current website.*
- *Hire a consultant to assist with updating or creating a new website and training staff to use it.*

Objective D: Have Appropriate Information Technology (IT) Support to Provide the Library with Reliable and Regular Assistance.

- *Assess state of current IT support with Library Administration, Town Administration, and Barnstable County IT Administration.*
- *Identify where further support is needed.*
- *Explore ways to create and fund immediate and ongoing support for the Library's IT needs.*

GOAL 4:

PROVIDE A FACILITY THAT IS CAPABLE OF MEETING THE NEEDS OF THE COMMUNITY.

Objective A: Evaluate Library Space.

- *Assess current usage and needs for space by forming a committee to evaluate and create an actionable plan to address these needs.*
- *Explore ideas for renovating the current space including the former video studio.*
- *Assess the feasibility of purchasing more land.*
- *Identify funding sources for potential renovation and expansion, such as private funds, grants, and public funding.*

Objective B: Improve the Condition of the Current Facility.

- *Work with the Library Administration, the Board of Trustees, and the Department of Public Works to create a list of areas that need work.*
- *Submit a Capital Improvement Plan and work with the Town to provide the necessary funding and procurement of services.*
- *Explore realistic parking alternatives.*

Objective C: Upgrade the Audio/Visual equipment in the Meeting Room.

- *Participate in a discussion with the Town Administration, The Library Board of Trustees, and the Cable Advisory Board regarding the A/V needs of the meeting room.*
- *Explore funding options, including other funding sources, with the Town Administration, the Cable Advisory Board and the Library Board of Trustees regarding upgrading the A/V equipment in the meeting room.*
- *Ensure upgrade occurs by June, 2018.*

GOAL 5:

PROVIDE OUTREACH.

Objective A: Share Information About Library Services.

- *Create a campaign to register more users for our online newsletter (“Mermaid Memo”)*
- *Create a professionally designed print newsletter to showcase the events at the Library.*
- *Utilize social media to announce and highlight Library events and services.*
- *Create further initiatives like our Home Delivery Service.*
- *Create opportunities to form cooperative relationships with surrounding Libraries.*
- *Provide Library services at other venues – such as technology training at the Senior Center.*
- *Participate in Town-wide events, such as “One-Book, One-Town”.*
- *Create a community presence at events such as the Energy Fair and the Farmer’s Market.*
- *Disseminate general information about the Town of Wellfleet.*

Objective B: Create Partnerships with Local Individuals and Organizations that Further the Library’s Mission to Provide Information, Education, Culture, and Recreation.

- *Create partnerships with nonprofits for programming and funding.*
- *Create and disseminate a central calendar of the wide range of programs and arts events that occur in the Town.*
- *Utilize Wellfleet’s vast amount of local “talent” to provide programs and workshops.*

- *Celebrate art by providing more information and outreach about art displays and receptions.*

Objective C: Attract the Next Generation of Adult Library Users (18-30).

- *Arrange a facilitated meeting with members of this population.*
- *Utilize social media to generate an online discussion about the Library.*
- *Provide information about Library's online entertainment resources such as downloadable music, movies, magazines, musical instrument instruction, etc. to create new offsite Library users.*
- *Have at least one event per year at the Library geared toward this sector of the population.*

GOAL 6:

PROVIDE OPPORTUNITIES FOR PROFESSIONAL GROWTH AND PUBLIC ASSISTANCE.

Objective A: Offer Free Assistance for Public Concerns (Taxes, Public Assistance, Health Insurance, etc.).

- *Identify agencies or individuals to provide such assistance.*
- *Provide growing amount of assistance each year depending upon need.*

Objective B: Evaluate Community Needs for Continuing Education and Job-Seeking Assistance.

- *Provide a facilitated in-service for individuals who may be interested in initiatives such as job-seeking assistance, online learning, etc.*
- *Explore ways to fund and offer the appropriate resources identified in the in-service.*

- *Consult with an expert on literacy training to assess how the Library can best serve a population with literacy challenges.*

GOAL 7:

INCREASE THE LIBRARY'S VISIBILITY IN LEADERSHIP INITIATIVES.

Objective A: Participate in Town, State, and Library Initiatives.

- *Strengthen Library's participation in Town and State Initiatives, such as the Town's long-range plan and the State's Cultural District.*
- *Participate in Legislative events on behalf of the Library and invite legislators to the Library.*
- *Sit on boards and committees for local, regional, state, and national Library organizations.*