Shrewsbury Public Library, Shrewsbury MA Ellen Dolan, Library Director edolan@shrewsburyma.gov	**FY2020 ACTION PLAN** Approved by the Board of Library Trustees 11-27-2018

Shrewsbury Public Library Strategic Plan of Service 2020 through 2024	Actions	Time frame	By Whom (optional)	Progress Notes
SERVICE PRIORITY #1: CELEBRATE DIVERSITY: CULTURAL AWARENESS				
GOAL 1A To offer programs, services and resources that celebrate our community's diversity				
OBJECTIVE B: offer multicultural programs to celebrate various ethnicities and cultures	• Plan a cultural program celebrating a different demographic group every quarter	During FY2020	Adult Services Team, with support from Circulation and Technical Services Departments , with input from ECC participants	
	• Plan themed teen programs with food or games from different cultures; incorporate suggestions from SPLAT members	During FY2020	Young Adult Librarian	
	• Plan year long holiday celebrations that celebrate holidays from around the world	During FY2020	Children's Services Team	
SERVICE PRIORITY #2: KNOW YOUR COMMUNITY; COMMUNITY RESOURCES AND SERVICES				
GOAL 2C: Ensure that Library Programs and Services are advertised broadly in various publicity forums				
OBJECTIVE B: Expand program advertising beyond library newsletter. Create press releases for area print and online newspapers and list serves for at least 50% of library programs each month	• Post weekly on Facebook to promote Children's Services. • Post weekly on Instagram to promote Children's Services. • Send out monthly e-newsletter to promote Children's programming and services.	During FY2020	Children's Services Team	
	• Create a promotions template to be used for print flyers, digital display, social media posts, etc.	During FY2020	Staff form various departments, led by Assistant Director	

GOAL 2D: Develop staff capacities and skills on helping patrons find information about the town.

OBJECTIVE A: Research and determine best vehicle or method to collect and curate town information	• Create "Town Information Team", a planning team representing staff from various library departments to develop expertise in town information sources, focusing on information typically requested by library patrons	First half of FY2020	Assigned Team (consider recruiting MLIS Intern to help with research)	
	• Team will conduct research on methods and tools used by other libraries to curate local information	First half of FY2020	Assigned Team	
	• Team will make recommendations for implementing methods or tools to curate local information	First half of FY2020	Assigned Team	
OBJECTIVE B: Provide training opportunities for all staff on assisting patrons with town information	• Town Info Team will develop recommendations and present to Library Director on how to best train staff on town information resources	Second half of FY2020	Assigned Team	
	• Library Director will impellent training plan for developing staff skills in locating and providing patron access to Town Information resources	By end of FY2020	Library Director	

SERVICE PRIORITY #3: STIMULATE THE IMAGINATION: READING, VIEWING AND LISTENING FOR PLEASURE

3A GOAL: To improve collections for the public and make it easier for patrons to find items they are seeking.

OBJECTIVE A: Improve Collection Development (CD) skills of all staff involved in selection	• Review and modify Collection Development Policy • Review budget allotment for various categories and patron needs: focus on results that emerge • Compare digital collection usage statistics to physical collection usage to assess needs of digital budget	During FY2020	Library Managers and Acquisitions Team	
	• Assign and disperse CD responsibilities to a broader group of staff, focusing on those who have specific topic interests. • Create chart showing staff who are assigned to all collection areas	During FY2020	Library Managers	

	• investigate options for providing CD training to all staff involved in selection of materials
	    o Invite MLS consultants to provide one training session
	    o Investigate online training options
	    o Sign up for Novelist or other training webinars; share lessons learned with staff involved in CD
		During FY2020	Library Managers and their division staff	

OBJECTIVE C: Increase Funding for materials	• Investigate campaigns/ advocacy materials of other libraries for increased funding for library materials	By September 2019	Library Director and Board of Library Trustees	
	• Increase public awareness regarding challenges of materials funding	During FY2020	Library Director	
	• Assess grant opportunities that have significant components for materials funding	On-going	All staff involved in grant writing	

OBJECTIVE G: Assess arrangement of all collections to determine any capacity for increased back stock titles	• Create usage reports for all collections, to aid in assessment
	    o Weed children's collections
	    o Weed adult collections
	    o Develop rotating schedule for sections and formats, so that weeding is done on a regular basis
		On-going	Technical Services, Circulation and Children's Services Departments	

	• Weed adult nonfiction collection o Select one Dewey Decimal classification to weed per month	On-going	Adult Services Team	
	• Assess opportunities for moving and rearranging collections, adding shelving, etc.	By end of FY2020	Library Director and Management Team	
OBJECTIVE H: Provide means for patrons to easily make collection recommendations	• Create request slip that includes both specific title requests and general topical recommendations o Make available in print and online	First half of FY2020	Circulation Services Team and Electronic Services Librarian	
	• Conduct public survey on patron collection preferences o Find survey models successfully used by other libraries	By end of FY2020	Circulation Services and Adult Services Teams	

	o Create survey that meets local needs and launch online and in print format			

3B GOAL: Expand formats of collections to maximize access to materials and information.

OBJECTIVE A: Continue to grow e-book collection in a manner that best follows the collection development policy.	• Continue to expand eBook collections
	   o Assess new collections available from statewide network resource sharing collections
	   o Determine best methods and finding aids for patron access
		On-going	Adult Services Team	

SERVICE PRIORITY #4: VISIT A COMFORTABLE AND WELCOMING PLACE: PHYSICAL AND VIRTUAL SPACES

GOAL 4A: To make patrons who visit and use the library feel it is a place that is pleasant, simple to use and welcoming

OBJECTIVE A: Assess noise level norms throughout the building.	• Consider unique spaces and activities that currently take place on each floor and in each area of the building • Engage staff and public in discussion of the issue • Identify and develop set of recommendations for any changes • Investigate options for glass doors to second floor Quiet Reading Room • Consider ramifications of changing Group Study Room # 218 to quiet use only	During FY2020	Library Director, and Management Team, with assistance from the Public Building Department and in consultation with Library Trustees	
OBJECTIVE C: Provide welcome for new patrons	• Reinstate patron welcome packets • Consider periodic new user and/or "power-user" workshops		Circulation Services Department	

SERVICE PRIORITY #5: SATISFY CURIOSITY: LIFELONG LEARNING

GOAL 5C: Increase evening and weekend programming for children and teens

OBJECTIVE A: Identify options and resources (paid staff, contact employee or performers) to facilitate evening and weekend programs	• Investigate options for funding evening and weekend programs for children • Assess grant, municipal and other funding options • Assess options for using existing staff in new ways	During FY2020	Head of Children's Services and Library Director	
OBJECTIVE B: Conduct monthly Saturday story time programs	• Research, plan, and facilitate a Saturday program for Children and families once a month.	During FY2020	Head of Children's Services and Children's Services team	
OBJECTIVE C: Conduct monthly evening story time programs	• Research, plan, and facilitate an evening storytime once a month.	During FY2020	Head of Children's Services and Children's Services team	

GOAL 5E: Enhance the learning experience of library visits for children and families

OBJECTIVE A: Develop a robust collection of children's educational and recreational toys and resources that adhere to current learning theory for young children, for use both within the library and at home **OBJECTIVE B**: Add toys and learning manipulatives to the children's courtyard, to enhance the outdoor learning experience	• Purchase toys, manipulatives, and sensory items for the Children's Room and Courtyard, that support creative play activities	During FY2020	Head of Children's Services, working with Library Director and Children's Services team	
OBJECTIVE C: Improve staff understanding and skills in using methods of play learning, as described in in the Mind In The Making and other research-based play programs	• Send staff to trainings on the importance of play learning for children and how-to program play focused programs.	During FY2020	Head of Children's Services and Children's Services team	
OBJECTIVE D: install sensory components to physical space and integrate sensory elements into library programs	• Acquire and lend-out to patrons more sensory and manipulative toys.	During FY2020	Head of Children's Services and Children's Services team	

Library Materials Funding and Usage

FISCAL YEAR	MUNICIPAL LIBRARY MATERIALS BUDGET	MATERIALS EXPENDITURES FROM OTHER SOURCES (trust funds, grants & gifts)	FRIENDS OF THE LIBRARY CONTRIBUTION	TOTAL MATERIALS FUNDING		HARD COPY LOANS	E-CONTENT LOANS	USE OF OTHER E-COLLECTIONS
2004	$144,200	$21,627		$165,827		333,712		
2005	$145,000	$21,217		$166,217		341,803		
2006	$131,466	$15,934		$147,400		342,279		
2007	$143,511	$21,135		$164,646		352,955		
2008	$154,000	$19,115		$173,115		377,441		
2009	$150,207	$21,675		$171,882		429,135		
2010	$140,000	$15,124		$155,124		419,586		
2011	$140,000	$29,906		$169,906		423,093	6,099	
2012	$143,316	$28,991		$172,307		462,142	13,629	
2013	$151,000	$30,000		$181,000		477,329	20,884	
2014	$144,000	$45,858		$189,858		498,213	28,210	
2015	$142,000	$29,000		$171,000		443,339	62,858	
2016	$144,000	$20,000		$164,000		393,215	118,402	
2017	$144,000	$20,000		$164,000		478,520	96,072	
2018	$149,000	$10,000	$5,000	$164,000		477,742	96,115	66,813
2019	$155,000	$10,100	$0	$165,100				
2020 Town Manager Projection 1 and other funding projections	$170,000	$11,000	$5,000	$186,000		*NOTE: FY2020 Projected Materials Expenditure Requirement =$187,566*		
DIFFERENCE 2004 to 2019 (or earliest figures)	$10,800	-$11,527		-$727		144,030	90,016	
% CHANGE	7.49%	-53.30%		-0.44%		43%	1476%	

Estimated expenditures from other sources is from Library Trust Funds ($10,000) and gifts to

Shrewsbury Public Library

Historical Survey of Usage

Fiscal Year	Shrews Population	Total Change	Percentage Change	Circulation	Total Change	Percentage change	Attendance	Total Change	Percentage Change	ILL (from)	ILL (to)	Total ILL activity	Total Change	Percentage change	actual hours open	circ per open hours	visits per open hours	ILL per open hours
1990	24180			211,200						506	420	926						
1991				227,112	15,912	7.53%				637	674	1,311	385	41.58%				
1992				246,415	19,303	8.50%				668	695	1,363	52	3.97%				
1993				232,463	-13,952	-5.66%	89,072			782	754	1,536	173	12.69%				
1994				234,391	1,928	0.83%	95,808	6,736	7.56%	1,204	949	2,153	617	40.17%				
1995				257,902	23,511	10.03%	170,610	74,802	78.07%									
1996				250,366	-7,536	-2.92%	172,807	2,197	1.29%	966	1,734	2,700	2,700		2,737	91	63	1
1997				267,063	16,697	6.67%	182,039	9,232	5.34%	965	1,930	2,895	195	7.22%	2,739	98	66	1
1998				263,067	-3,996	-1.50%	177,168	-4,871	-2.68%	1,452	1,991	3,443	548	18.93%	2,773	95	64	1
1999				254,567	-8,500	-3.23%	178,962	1,794	1.01%	1,718	2,019	3,737	294	8.54%	3,029	84	59	1
2000	31640	7460	30.85%	286,069	31,502	12.37%	181,902	2,940	1.64%	1,601	1,823	3,424	-313	-8.38%	3,166	90	57	1
2001				258,798	-27,271	-9.53%	182,250	348	0.19%	3,228	4,002	7,230	3,806	111.16%	3,256	79	56	2
2002				266,159	7,361	2.84%	189,832	7,582	4.16%	5,358	4,279	9,637	2,407	33.29%	3,286	81	58	3
2003				297,744	31,585	11.87%	192,317	2,485	1.31%	7,198	6,552	13,750	4,113	42.68%	3,107	96	62	4
2004				333,712	35,968	12.08%	209,242	16,925	8.80%	13,415	11,031	24,446	10,696	77.79%	3,047	110	69	8
2005				341,803	8,091	2.42%	218,228	8,986	4.29%	18,774	14,101	32,875	8,429	34.48%	3,071	111	71	11
2006				342,279	476	0.14%	219,164	936	0.43%	22,487	19,364	41,851	8,976	27.30%	2,825	121	78	15
2007				352,955	10,676	3.12%	230,675	11,511	5.25%	26,132	21,123	47,255	5,404	12.91%	2,876	123	80	16
2008				377,441	24,486	6.94%	238,134	7,459	3.23%	30,595	22,600	53,195	5,940	12.57%	3,044	124	78	17
2009				429,135	51,694	13.70%	259,649	21,515	9.03%	39,029	23,708	62,737	9,542	17.94%	3,047	141	85	21
2010	35608	3968	12.54%	419,586	-9,549	-2.23%	250,955	-8,694	-3.35%	41,493	24,359	65,852	3,115	4.97%	2,636	159	95	25
2011				423,093	3,507	0.84%	248,858	-2,097	-0.84%	43,932	24,362	68,294	2,442	3.71%	2,985	142	83	23
2012				462,142	39,049	9.23%	254,162	5,304	2.13%	39,465	26,397	65,862	-2,432	-3.56%	3,005	154	85	22
2013				498,213	36,071	7.81%	266,008	11,846	4.66%	41,733	31,231	72,964	7,102	10.78%	2,955	169	90	25
2014				483,529	-14,684	-2.95%	266,158	150	0.06%	40,845	35,497	76,342	3,378	4.63%	3,035	159	88	25
2015				443,339	-40,190	-8.31%	168,605	-97,553	-36.65%	33,157	18,479	51,636	-24,706	-32.36%	2,934	151	57	18
2016	36760	1152	3.24%	393,215	-50,124	-11.31%	205,369	36,764	21.80%	37,303	18,884	56,187	4,551	8.81%	2,744	143	75	20
2017				482,373	89,158	22.67%	309,554	104,185	50.73%	42,422	15,079	57,501	1,314	2.34%	2,914	166	106	20
2018				477,742	-4,631	-0.96%	331,991	22,437	7.25%	45,301	16,314	61,615	4,114	7.15%	3,140	152	106	20
10 year comparison																		
2008	31640			377,441			238,134					53,195				124	78	17
2018	36760	5120	16.18%	477,742	100,301	26.57%	331,991	93,857	39.41%			61,615	8,420	15.83%		152	106	20