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# LONG RANGE PLAN: FY2010-2014

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## **PART I**

### **INTRODUCTION AND METHODOLOGY**

This Plan is a joint effort between the Board of Library Trustees, Library Staff, Friends of the Greenfield Public Library, patrons of the Greenfield Public Library (GPL) and the residents of the City of Greenfield. The planning process is part of our ongoing commitment to serve the community. The purpose of the planning process is to help the Library identify and analyze community and Library needs, determine Library service roles and develop goals and objectives that address short and long-range Library problems.

Along with a public Survey (conducted online, in the Library and at Foster's Supermarket in Greenfield) and planning meetings with Library Staff and the Friends group, the Library Director, Assistant Library Director and the seven-member Board of Library Trustees used the outline of the previous planning document to produce this current Plan. The information was gathered, the data was analyzed and our goals and objectives were drafted for the entire Board to discuss. The Trustees served as the planning committee, reviewing information presented to them and approving elements of the Plan as they were developed.

The Plan produced by this process will serve as a blueprint to guide Library services for the next five years. The Plan is not static. It will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop and conditions change.

### **ACKNOWLEDGEMENTS**

Among the many who offered invaluable assistance to make this document possible, the Board of Library Trustees would like to acknowledge:

- The Staff of the Greenfield Public Library (special thanks to Jessica Pollock for creating the public Survey)
- The Friends of the Greenfield Public Library
- Agnes Barletta
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- Pam McBride
- Cindy McNeilly
- Karla Muise
- All the people who offered valuable input about our community's public library

## PART II

### COMMUNITY DESCRIPTION

Settlers first came to the Greenfield area in the 1680s, lured by settlement grants of 20 acres along the Green River to those who stayed three years, and paid their taxes and their share of the Indian purchase. Many individuals were from the neighboring established community of Deerfield. Greenfield's Green River District (later known as Cheapside) remained part of Deerfield until 1753. Greenfield was named the county seat of the newly formed Franklin County in 1811, supporting county residents as the local center for commerce, transportation and employment. Greenfield was known throughout the 19<sup>th</sup> and first half of the 20<sup>th</sup> centuries for its thriving tool and cutlery companies. As the economy of the country changed and those companies left the area, the loss of this manufacturing base has challenged the town to create a new vision for itself. Greenfield in 2009 has many new independent shops and restaurants, a plan for revitalizing the downtown with a new transportation center and a movie theater transformed into a multipurpose performance space, and a growing commitment to sustainable energy practices.

According to the 2000 census, Greenfield has a population of 18,168. Situated at the crossroads of Interstate 91, Route 2, and the Mohawk Trail, it is the center of the 26-town Franklin County. In 2000 the median family income in Greenfield was \$46,611 with the median household income being \$33,498. The median family income for Massachusetts is \$61,664 with the median household income being \$50,502. This places Greenfield below many other Massachusetts communities. 5% of the town's population is under age 5, and 18% are under age 18. Another 3,718 (20%) are over age 65. 86% of those residents over age 25 hold at least a high school degree or its equivalent. 24% are college graduates.

Of the 4,474 families living in Greenfield, 23% have incomes greater than \$75,000, while 24% make less than \$25,000 a year. Using federal school lunch vouchers as an indicator of poverty in the community, 53% of Greenfield's students received vouchers for free lunches in FY2009 with an additional 9% receiving reduced fee lunches. The median home price in June 2009 was \$164,100, considerably less than surrounding communities such as Deerfield or Amherst.

In 2003, Greenfield adopted a new charter, establishing it as a city and elected Christine Forgey as its first Mayor. In July 2009 William F. Martin was sworn in as Greenfield's second Mayor. With the change in Charter, the size of the Library Board was increased from five to seven members, with the Mayor appointing Library Trustees.

Greenfield's *Downtown Master Plan*, completed in 2003, called for the creation of "a downtown space or cluster of activities that allows gatherings and strengthens social interaction;" for the preservation of downtown's historic character and the reuse of existing buildings; and for "an economic plan that ties together government, community organizations, and the private sector."

The *Master Plan* identified the Library as one of the top destinations in the downtown area. Slightly more than 50% of those surveyed by the planners said the Library was the major reason they came downtown. These respondents tended to be more affluent (25% reported incomes over \$60,000) and better educated (53% had college or graduate degrees) than the overall Greenfield population. 75% were Greenfield residents.

## **PART III**

### **LIBRARY DESCRIPTION**

The Greenfield Public Library continues to be at a crossroads. Housed in a well-loved, Colonial era building on Main Street, the Library is busier than ever, with circulation increasing by an average of 5% over the each of the last five years. Its dedicated Staff continues to provide excellent public service to the residents of Greenfield and Franklin County despite funding cuts, layoffs and lack of space.

The GPL is a major downtown destination that serves as a location for gatherings and social interaction. The building was originally built as a home in 1797 and became the Public Library in 1909. The current GPL has approximately 11,000 gross square feet of floor space. But according to the fourth edition of the *Wisconsin Public Library Standards*, the GPL should have approximately 31,000 square feet of space. This is a significant shortfall.

Visited by an average of 650 people each day since the beginning of 2009, the Library is a busy place. Between FY2004 and FY2009, circulation increased by 21%. As much of Franklin County still does not have high-speed Internet access, the Library's 17 public computers are heavily used. 11 Internet computers registered 23,236 uses in FY2009, an increase from 20,649 in FY2008. The Library's web page had 991,861 hits in FY2009, up from 973,130 in FY2008. New adult programs were introduced and additional story times and children's programming were instituted despite funding cuts for these programs.

The Library required waivers from FY2004 through FY2006. Despite funding cuts, the Library will not require a waiver for FY2010.

Priorities for the Library include remaining fiscally viable in very difficult times for the City, resolving severe space and building concerns, and reaching out to the community. The Library's survival is almost entirely dependent on the money it gets from the City and from the state. Fundraising by the Friends and the Trustees take different paths, but both work to supplement the current budget, while the Trustees also work to build a base from which to plan for the future of the Library.

### **GOVERNANCE**

The seven current members of the Board of Library Trustees bring expertise in business and finance, fundraising, grant-writing, education and many years of community involvement to the Board. The Board works to stay connected with local government and community leaders, the Friends of the Greenfield Public Library, as well other area library Trustees and state and regional library related entities. The Board meets a minimum of once a month, with additional meetings called during budget season and as necessary.

The Library has a separate Friends group and some enthusiastic volunteers. The Friends is a separate 501(c) 3 entity, with a 20-member Board and a mailing list of 600-700 people. The Friends conduct two annual books sales, a membership drive, and other special events. The monies raised were once used to provide extras but are now depended upon to supplement the book budget and help fund the annual Summer Reading Program.

There are also two active groups of volunteers. One group leads the Homebound Program, which delivers books to Greenfield residents who are temporarily or permanently unable to travel to the Library. Volunteers complete a brief training program and meet with homebound residents to determine their needs and reading preferences. This is an excellent and well-received program, staffed by a dedicated and committed group of volunteers. The other group of approximately 50 volunteers works inside the Library. Under the direction of a Volunteer Coordinator, funded by the Friends of the

Library, they perform a variety of tasks including dusting, shelving, pulling books to fill holds at other libraries, helping with children's activities, and other special projects as needed.

## PERSONNEL

The Library currently has nine full-time employees, six part-time employees, one shelving page, and one custodian. A temporary position of Volunteer Coordinator has been funded by the Friends since FY2004. The position of Assistant Children's Librarian has been unfilled since December 2002 due to budget cuts as well as the addition of the Assistant Reference Librarian position. The Library Director has an MLS (Master of Library Science) and has been in the position since February 2008.

The Staff is a vibrant mix of individuals that includes nine Greenfield residents, four librarians with an MLS degree, two librarians with graduate degrees in other fields (Writing, Education), one Staff member who is also employed at another Library (Amherst) and six Staff members who have been employed at the Library for more than ten years.

The Staff is organized along traditional lines, with four Department Heads reporting to the Director. There are Department Heads for Technical Services, Youth Services, Information Services, and Borrower Services.

## HOURS

Due to budget cuts, beginning July 1, 2009 the Library's hours of operation dropped down to 47.5 from 51 per week. The Library's year-round hours of operation are:

Monday	1-8pm
Tuesday & Wednesday	9:30am - 8pm
Thursday & Friday	9:30am - 5pm
Saturday	9:30am - 2pm
Sundays & Holidays	Closed

## COLLECTION DESCRIPTION AND UTILIZATION

The Greenfield Public Library is a busy place. The Library currently sees an average of 650 patrons each day it is open. In FY2008, Greenfield had the ninth highest attendance out of the 54 libraries in its population group, and ranked 56<sup>th</sup> out of the state's 370 libraries. In FY2008, 267,510 items were borrowed, representing a 21% increase from FY2004 when the last *Long Range Plan* was completed.

The increase in circulation can be attributed to the expanded access to material provided by full membership in C/W MARS beginning in FY2001, a better and larger collection of Greenfield Library books and audiovisual materials that reflects community interests (bestseller collection, DVDs, books on CD, graphic novels, local music, etc.), and a Library-wide focus on providing the best customer service possible.

Despite the addition of new collections and media formats, the Library's holdings have not kept pace with the needs of borrowers, although there has been improvement. In FY2008, Greenfield's holdings ranked it 33<sup>rd</sup> of 54 among other towns of a similar size and 263<sup>rd</sup> of 370 libraries statewide.

The Library continues to be concerned about the divergence between the Library's holdings and its circulation. With reduced book budgets, the holdings (or in retail terms, our "inventory") cannot keep up

with current demand. There is concern that this will prevent the Library from adequately fulfilling its mission and could slowly erode patron interest and ultimately financial support.

A further indication of the discrepancy between holdings and patron demand is the utilization of the InterLibrary Loan system, which has skyrocketed over the past four years. Loans coming into the Library increased 900% as patron expectations increased and as they became increasingly aware of the benefits provided by the C/W MARS system, and the statewide Virtual Catalog. At the same time, requests from other libraries for Greenfield's materials also increased.

The Library has historically offered many programs for both adults and children. A sampling of adult programs includes: a Friday night movie series, several different book discussion groups, writing groups, and local author events. Preschool story hours, summer reading and school vacation programs are among the offerings for children. From FY2003 through FY2007, programming was reduced as a result of budget cuts, although more programming has been offered since FY2008.

In addition to its five online computer catalogs, the Library has 18 public-use computers, 11 of which are equipped with Internet and Microsoft Office programs, and two with databases supplied by the Commonwealth and C/W MARS. The 11 computers include one "QuickCheck" computer that is available on a first-come, first-served basis for a maximum of 20 minutes per use. The computers are heavily used as is the Library's webpage, which had approximately 973,130 hits in FY2008 and 991,861 in FY2009 as web page services were expanded and enhanced.

The Massachusetts Board of Library Commissioners (MBLC) calculates per capita use rates per thousand people and thus it is possible to compare individual libraries to each other statewide and within their population group.

In FY2001, Greenfield Library's per capita circulation was 8.56. This level of activity was average both for the population group, in which GPL ranked 27<sup>th</sup> of 50, and for the entire state, in which it ranked 156<sup>th</sup> of 342 libraries reporting statewide. In FY2008 (the most recent statewide comparisons available), the total per capita circulation rate was 15.11, with a ranking of 11<sup>th</sup> of 54 libraries in its population group, and 76<sup>th</sup> of 370 libraries reporting.

## **TECHNOLOGY**

The Greenfield Public Library currently has 38 computers – 18 for Staff use and 20 for public use. Eleven of the public computers have high-speed Internet access and Microsoft Office 2007 and are managed using Envisionware's PCReservation software. Two of the computers access state, network, region, and Library-provided databases. These computers are four years old and in need of replacing. The Library's ongoing technology plan calls for eight to ten computers to be replaced yearly. To date, the Library is behind on this plan due to a lack of funding for equipment.

Black and white printers and a photocopier are available for public use, at a cost of \$0.10 per page. An Optelec low-vision magnifier is accessible to all, and two MP3 players have been purchased for lending so patrons can download books from the Library's collection of e-audios. In addition to these, the Library also provides free wireless Internet access through a donated business-class DSL line that can be accessed 24 hours a day. In FY2008, the reference area of the Library was rearranged to install a café-style counter with electrical outlets to accommodate the many users of the wireless system.

## BUILDING FACILITIES

The Library building is 212 years old with approximately 11,000 gross square feet of floor space. It was originally a private residence and became the public Library in 1909. An addition added in the 1950s now houses the rear stacks. An attempt was made in the mid-1990s to get approval for a major addition/expansion. When that failed, a move to a larger existing building in Greenfield was attempted and also failed. At that point, a renovation project was funded to replace the HVAC system, repair exterior window problems, repaint the interior, add new computers, provide new carpeting and more electric outlets, and construct new circulation desks for the adult and children's rooms.

The building remains a challenge to providing the best Library services. It is overcrowded, noisy, and antiquated. There are no quiet spaces and the room between the chairs and tables is very limited. In spite of a back entrance on grade and an elevator, the Library is not readily accessible to elderly and/or disabled patrons who struggle to climb the steps at the front entrance and to maneuver through the narrowly-spaced stacks. The windows do not open and the retrofitted ventilation system can be inadequate during periods of extreme heat or cold.

Specific problems include the following:

- It is minimally handicapped accessible, and getting more difficult daily because of crowded aisles.
- Parking is very limited for both patrons and Staff, and patrons must pay to park. The Library currently has only four metered parking spaces reserved for Library patrons.
- Space is insufficient for materials [especially in the children's room and the young adult room, the historical collection (Greenfield Room), and the audiovisual collection; adult book stacks have been heavily weeded to make space for new materials.]
- Space is also insufficient for computers, teen space, graphic novels, children's books and children's activities, shelving to display books or other media, bulletin boards for announcements, flyers, etc.
- There is no quiet space for study.
- There is no meeting space for small groups of 2-4 people.
- Meeting room capacity is limited to 50 people.
- Windows are in poor shape; some are rotting and need to be replaced.
- There is no office space for Staff and what work space there is is severely overcrowded (the Adult Services librarian has no place to interview prospective employees or volunteers; the workroom houses five full-time Staff, nine part-time Staff, and daily volunteers; the basement was renovated to hold Technical Services and InterLibrary Loan – two full-time Staff, four part-time Staff, and several volunteers).
- There is no place to sit and read.

The interior of the Library has been reconfigured several times in the last few years, with smaller tables brought in to take up less space, collections being moved around to make space for growth, the reference collection was weeded to make room for a "WiFi" counter for additional seating and table space, and odd corners have been pressed into service to make a viable, if small, teen space. The Library is simply out of room.

The fourth edition of the *Wisconsin Public Library Standards*, published in November 2005 and written by the Wisconsin Department of Public Instruction, is the industry's space-planning standard. These voluntary standards are used by libraries across the country in order to plan for the future of their libraries. These standards are also used by the MBLC in determining construction grant award eligibility.

When the *Wisconsin Standards* are applied to the Library's current holdings and utilization, the existing shortfall is shown to be significant.

Type of Space	Current Collection Size	Recommended Collection Size	Recommended Standard	Recommended Square Footage
Books	64,244	84,000 (based on population)	Total book collection divided by 10 sf	8,400
Periodicals: current	141	150 volumes (based on population)	Number of volumes divided by 1 sf	150
Periodicals: 1 year past	141	150 volumes (based on population)	Number of volumes multiplied by .5 sf	75
Audio	4,910	4,800 (based on population)	Total audio collection divided by 10 sf	480
Video	4,008	5,700 (based on population)	Total video collection divided by 10 sf	570
Computers	17	1 computer per 15 visits (650 people/day) ~ 50	Total number of computers multiplied by 50 sf	2,500
Seating	73	5.75 per 1,000 population = 98	Total number of seats multiplied by 30 sf	2,940
Staff Work Stations	17	19	Total number of stations multiplied by 150 sf	2,850

Type of Space	Current Collection Size	Recommended Collection Size	Recommended Standard	Recommended Square Footage
Meeting Room Space	50	150 seats	Total number of seats multiplied by 10 sf plus 100 sf	1,600
Conference Room	0	20 seats	Total number of seats multiplied by 25 sf	500
Children's Activities Room	0	40 seats	Total number of seats multiplied by 10 sf plus 55 sf	455
Computer Training Lab	0	10 work stations	Total number of stations multiplied by 50 sf plus 80 sf	580
<b>SUBTOTAL SQUARE FOOTAGE:</b>				<b>21,100</b>
Special Uses		newspapers, photocopiers, microfilm	Subtotal divided by 5	4,220
Non-assignable Space		furnace, custodial, storage, vestibules, corridors, bathrooms	Subtotal plus special uses multiplied by .25	6,330
<b>TOTAL RECOMMENDED GROSS SQUARE FOOTAGE:</b>				<b>31,650</b>

The Trustees and Staff are aware of the need for an expanded Library facility. Given the difficult economy, it is clear that at present, a new building is competing with a number of other City needs. However, there is state money available for Library planning and design grants, which provides significant financial assistance to towns planning new or expanded libraries. The Trustees will be meeting with the Mayor, the Planning and Construction Committee, and other City officials to start a planning process.

In summary, the Library is significantly too small to handle its existing volume of services. Given the current economic climate and the long lead time for planning and public construction, any significant expansion project will be a long-term process. Careful consideration will need to be given to maximizing the existing space.

## **FINANCES**

For FY2009, the Greenfield Public Library received a municipal appropriation of \$512,000 for Wages, \$98,000 for Ordinary Maintenance, \$1,800 for Extraordinary Maintenance, \$25,000 from the Fines/Lost Books Revolving Fund and \$3,000 from the Meeting Room Revolving Fund for a total of \$639,800, which allowed us to remain certified for FY2009.

In January 2009, the Library received mid-year cuts totaling \$12,000, reducing our total appropriation to \$624,800. In May 2009, City Council approved another 3% cut for FY2010. Nonetheless, the GPL was able to remain certified (by \$157) for FY2010.

The most obvious casualty of these budget cuts is Library hours. Because of personnel losses, we were forced to drop 3.5 hours on Mondays for FY2010. This translates to only 47.5 hours weekly which is below the state requirement of 50 hours. Because of our mid-level compliance of the Open Hours Requirement, our FY2010 State Aid award (to be distributed in January 2011) will be 87.5% of what it would have been had we been able to remain open 51 hours each week and met the requirement.

In addition to Library hours, Staff FTE (full-time equivalent) has decreased in the past two years, while borrowing has increased significantly. Comparing ourselves first to libraries in our area, the Staff per capita at Greenfield Public Library is 19% lower than the average at all other western Massachusetts libraries, *regardless of size*. At the same time, Greenfield has the highest circulation per FTE among western Massachusetts libraries of a similar size.

Comparing ourselves to libraries across the state with similar circulation numbers, Greenfield has the second highest circulation per Staff member, the second highest circulation during each hour open, and the second *lowest* number of Staff.

The money the Library receives is used primarily to pay salaries, purchase materials, and pay for other fixed costs. In FY2009, the Library spent approximately 80% of its appropriated budget on salaries. By state regulation, the Library must spend 15% on materials. This leaves 5% remaining to cover utilities, C/W MARS network expenses, maintenance, and supplies – an impossible task.

The GPL currently has trust funds and endowments totaling just over \$400,000, with several of those funds restricted to specific uses. The Trustees view these funds as seed money for a new or expanded facility. Interest revenue has been meager in the past few years and, in addition, principal is now being spent to supplement operating expenses. A continuation of this pattern would threaten to seriously deplete those funds at a time when concerns about space needs and building safety are mounting.

The Friends contributed more than \$25,000 to the Library in FY2009. While traditionally Friends contributions are used for special, one-time projects, most of that money in FY2009 was spent on

operating expenses. In other words, the Library's financial situation is precarious, relying on endowments and donations to fund day-to-day operations.

The GPL, like the town itself, is in a unique situation because of the rural nature of Franklin County. As the county's largest Library with the most hours open, it provides significant services to residents of other communities. The State Aid program requires libraries to provide free service to all residents of the Commonwealth. Trustees are discussing the options available to the Library in light of the level of non-resident usage (42.7% in FY2008). This issue has been raised with regional and state library officials as well as Greenfield's state representatives. An increase in the non-resident offset at the state level (Library aid directly targeted to the costs of serving out-of-town borrowers) would help Greenfield cope with this demand. It is important to remember, however, that Greenfield residents also receive significant benefits from this regional sharing, including the free use of other libraries and the ability to borrow what we do not own (more than 32,000 items in FY2008).

## **PART IV**

### **MISSION STATEMENT**

The Greenfield Public Library serves as a public center for enrichment, entertainment, access to technology, self-directed learning and the exploration of ideas. The Library serves all members of the community, regardless of age, income, education, religious or political beliefs and makes no judgment on the nature of individual inquiry.

## **PART V**

### **NEEDS ANALYSIS**

#### **Overview**

This information was gathered during separate meetings, held during the months of July and August 2009, of Library Staff, Friends of the GPL and the Board of Library Trustees.

#### **I. The GPL Building**

- There is not enough space for materials, programming, comfortable seating, quiet areas, study rooms, large meetings, Internet computers, PAC's in the stack areas, teens, parents, a separate Children's Activities Room, a café area, Staff offices and lockers for volunteer belongings.
- The building is not entirely accessible according to ADA standards.
- There isn't enough parking and the parking is not free.
- The carpets need to be replaced.
- The HVAC system is inefficient.
- The windows are not operable.
- The bathrooms need to be updated.
- The LeVanway Room needs to be updated including the addition of a big-screen TV, a ceiling-mounted projector, surround-sound and/or a wired lectern.
- The LeVanway Room's kitchen needs to be updated.
- The Custodial Room needs to be updated.
- The barricade environment needs to be evaluated.
- The book returns need to be accessible (by patrons as well as by Staff) and need to lead into a fireproof room in the building.
- There is no airlock for the Children's Room entrance.
- The signage is inadequate.
- The Greenfield Room is not climate controlled.

#### **II. Funding**

- The City does not appropriate enough money for the Library to maintain certification.
- The Library must rely on several outside financial sources in order to provide the levels of Library services that the patrons demand.
- The Library does not have a financial plan.

#### **III. Services**

- We do not provide enough adult programming.
- We do not provide enough teen programming.
- We do not provide enough Homeschooling programming.
- We do not have an outdoor, accessible book return.
- We do not offer videogames for loan.
- We do not offer CD-players, Kindles or MP3's for loan.
- We do not have enough open hours.
- We need to increase non-English language holdings.
- We do not have Blu-ray DVD's for loan.
- Our Information Desk is not staffed full-time.
- Our Children's Room desk is not staffed full-time.
- We do not have laptops for in-house loans.
- We do not have a computer lab.

- We do not have listening equipment for patron use.
- We do not have a Wii system for patron use in the LeVanway Room.
- We do not have enough C/W MARS Staff Ports.
- We do not have PAC stations in the back stacks.
- We do not have a space where patrons can eat and drink while enjoying the GPL.
- We do not have spaces where patrons can meet and chat.
- We do not have a parenting space for parents to chat.

#### **IV. Capital**

- We cannot afford an adequate number of replacement computers annually.
- The HVAC system is inefficient.
- The windows are not operable.
- Our current barcode system of circulation needs to be replaced with an Radio Frequency Identification (RFID) system (which will also serve as a security system for materials).
- We do not have a security system for the building.
- There are no PAC stations in the back stacks.
- There is no outdoor, accessible book return.
- There are not enough computers in the Children's Room.
- There are not enough computers in the adult room.
- The LeVanway Room needs to be refurbished, including new floor tile.
- The LeVanway Room kitchen needs to be refurbished.
- There is no place to offer computer-instruction classes.
- There is no listening equipment for in-house patron use.
- There is no Wii system for in-house patron use.

#### **V. Preservation**

- There is no Mission Statement and/or Collection Development Policy for the Greenfield Room.
- The Greenfield Room is not climate controlled.
- The Greenfield Room's archival materials need to be repaired.
- Archival quality shelving needs to be installed in the Greenfield Room.
- Our copies of *The Greenfield Recorder* need to be digitized.
- Several of our items need to be added to the Digital Treasures collection.

#### **VI. Visibility**

- The public and the City's leaders need to be continually educated about the GPL's mission.
- Regular tours of the Library need to be conducted and advertised (for the public as well as community groups such as the Boy Scouts).
- A relationship with GCTV needs to be established.
- We need to build upon current public relations campaign using print (posters; Friends' Newsletter), TV, radio and online (website, email, YouTube, podcasts) resources.
- We need to reach out to community organizations (i.e. schools, other City Departments, nursing homes, low-income housing; immigrant communities).

#### **VII. Friends**

- Maintain a positive working relationship with the Friends.
- Fundraise.
- Advocate to the City to fund the Volunteer Coordinator position.

### **VIII. Personnel**

- Advocate for an increase in the number of paid personnel, including additional direct-service positions.
- Educate the public, town leadership and Friends about the GPL's mission.
- Attend Friends' meetings.
- Advocate to the City to fund the Volunteer Coordinator position.
- Advocate for a full-time Building Maintenance position.
- Attend continuing education classes.
- Attend local and state conferences.
- Create a Staff Training Manual.
- Advocate for additional open hours (e.g. all-day Saturdays and Sunday open-hours).
- Advocate for a Local History Librarian.
- Advocate for an IT position.
- Advocate for the vacant Assistant Youth Services position and the vacant Assistant Reference Services position.

### **IX. Trustees**

- Advocate for an increase in the number of paid personnel, including additional direct-service positions.
- Educate the public, town leadership and Friends about the GPL's mission.
- Attend Friends' meetings.
- Advocate for additional open hours (e.g. all-day Saturdays and Sunday open-hours).
- Advocate to the City to fund the Volunteer Coordinator position.
- Advocate for a full-time Building Maintenance position.
- Encourage Staff to attend continuing education courses and conferences.
- Advocate for funding so that Staff may attend continuing education courses and conferences.
- Advocate for certification.
- Create a New Trustee Manual.
- Continue to keep policies up-to-date.
- Attend Staff Meetings.
- Attend Community Relations Committee meetings.

## SURVEY RESULTS

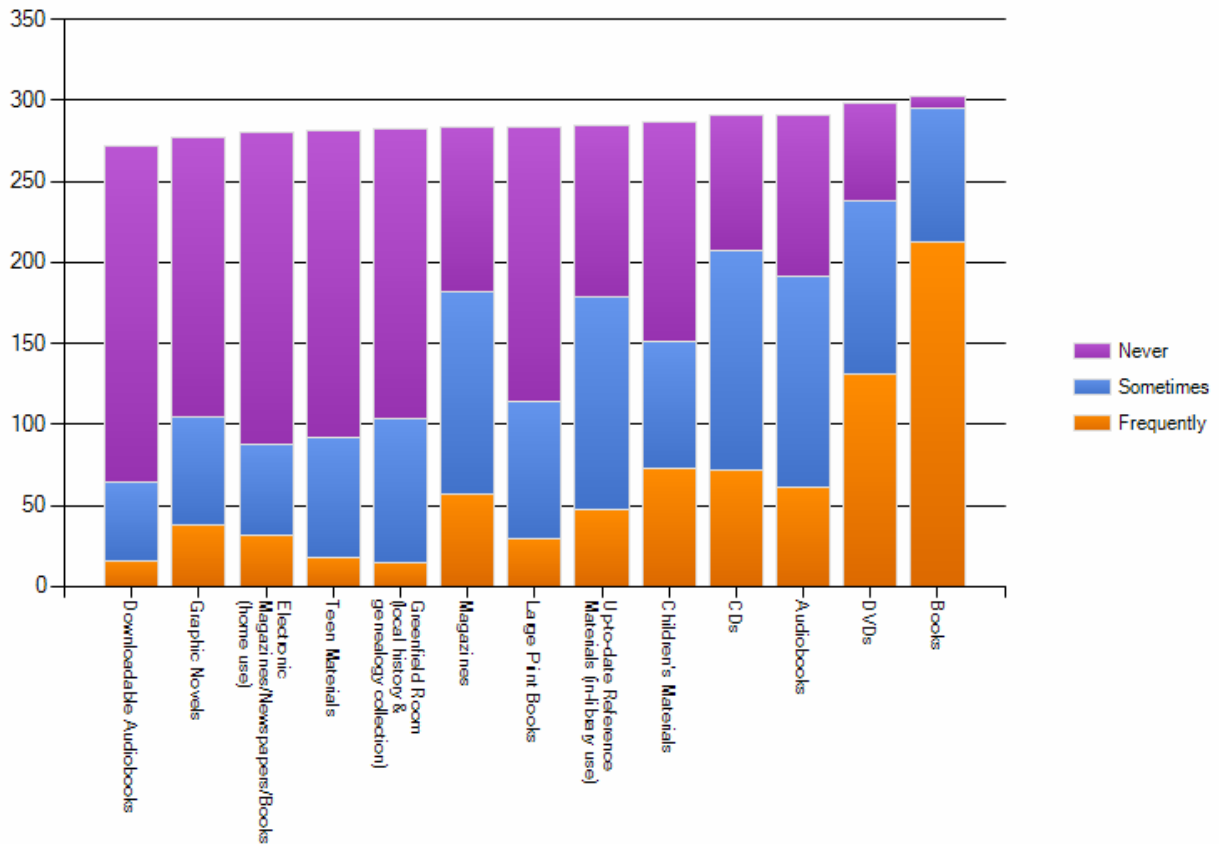
### Overview

Throughout the month of August 2009, a public Survey was handed out at the circulation desk, at Foster's Supermarket and was conducted online. A total of 316 public responses were collected.

### Responses to Multiple Choice Questions

Question #1:

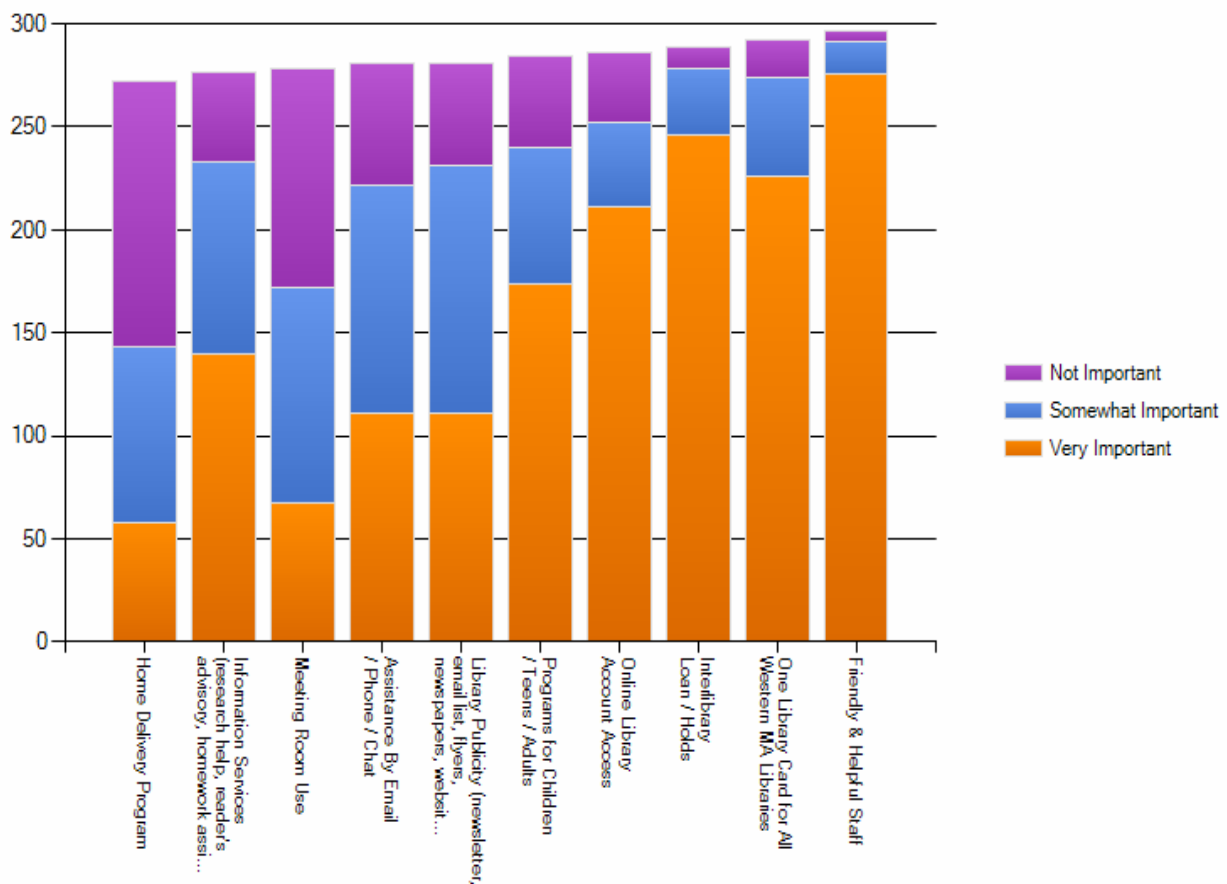
**How often do you use these library materials? (Please check the appropriate circle for each material type.)**



- InterLibrary loan is something I use frequently for books, and sometimes DVD's.
- I didn't know we had downloadable audiobooks - if I had known, I'd be using them frequently.
- Online catalog for WMRLS - use regularly. Constantly order/reserve movies and books from WMRLS – this is, in my opinion, one of the best features of our library. The bathroom - the library in the town I grew up in had none available. The DVD collection is great at the library. The library is the best thing the town offers by far, bar none.
- I like that the library is open 6 days. I like how you shortened Monday rather than cut it out, and I like that you kept the evening hours for Monday.
- [Downloadable Audiobooks] - didn't know you had these.  
[electronic magazines/newspapers/books (home use)] - didn't know you had these

Question #2:

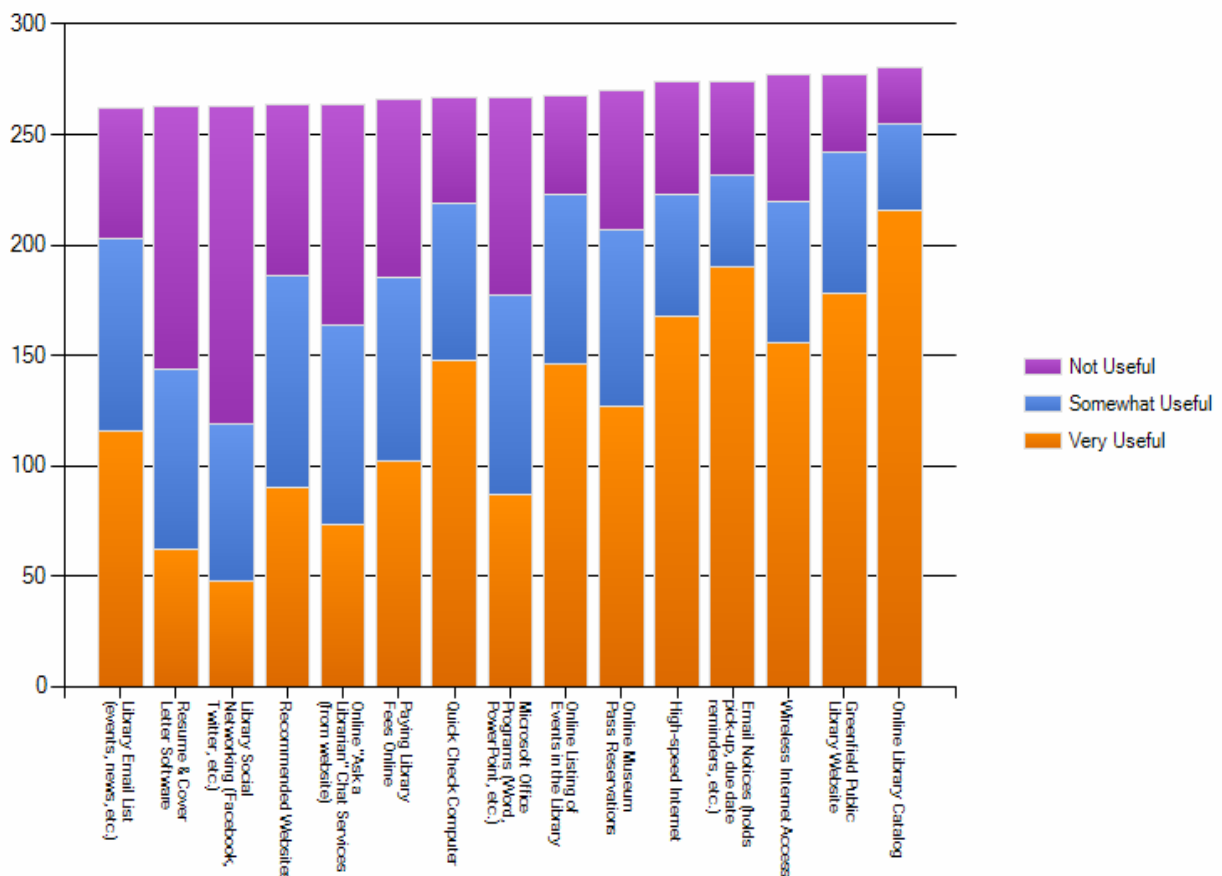
How important are these library services to you? (Please check the appropriate circle for each service.)



- You have wonderful staff - I very much appreciate their help and friendliness!
- I have used your online chat services several times. What a tremendous asset. Thanks!
- The online access and InterLibrary Loan programs have irrevocably changed my experience of libraries.
- I may not use these services, but they should be available to everyone.
- What is most important is having the library open on evenings and weekends. How about some Sunday hours?
- Because I am a member of the community of people with different needs, and because I believe in the Library as a community resource, I would hope that you would not eliminate or retain a service based on numbers alone.
- I love that the library has an automated system for notifying patrons of upcoming due dates. Even the registry doesn't bother to notify anymore. Why can't the registry be more like the library????
- InterLibrary Loan is fantastic - use it almost every week!
- I don't use many of the services offered; however it is important to me that some of these are available as I know other people need the services; ex. the homebound books service delivery program.

Question #3:

**How useful are these library technology tools to you? (Please check the appropriate circle for each technology tool.)**



- I love the online notices - they've helped to keep me on track and avoid fines! I'm also really glad to get the online holds notices. Not only is it convenient for me, but it also frees up library volunteers for other tasks!!
- I extra super love the due date reminders and pick up reminders via email.
- I love the museum passes!
- Excellent job of utilizing technology as a tool for communicating to library patrons. Thanks!
- The high speed Internet is so useful and it's why we use the library on Saturdays space and wireless connection for the entire day as we're writing and editing a new book manuscript.
- I/we do not currently use many of these services but could see that they would be useful to others. I think it would be important to keep them.
- Some of the things I listed "not useful" I never knew of, perhaps I should have checked "somewhat useful" as I may now check them out. I use the online catalog all the time. I can't say enough about how wonderful it is for ordering books. I listen to audiobooks going back and forth to work. I panic if I don't have one.
- [paying library fees online] - You can do that? GREAT!
- [quick check] - very, very useful; [resume software] - didn't know you had this; [paying fees online] - you can pay library fees online? [online museum pass reservations] - WOW! [recommended websites] - what's this? [Online ask a librarian chat] - didn't know you had this; great! I was unaware of many of your services.

## Sample Responses to Essay Questions

### Question #4

<b>Please tell us how these issues impact your use of the Greenfield Public Library. (Write your comments in the box next to each issue.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Hours Open	91.5%	227
Parking	92.3%	229
Accessibility of the Library Building	78.2%	194
Library Space (seating, layout, organization, etc.)	78.2%	194
Library Funding	70.2%	174
Other (please specify)	11.3%	28
<b>answered question</b>		<b>248</b>
<b>skipped question</b>		<b>68</b>

#### Hours Open:

- We use the GPL rather than our tiny village library, in part, because of the convenient hours.
- Saturday and evening hours are essential for working professionals.
- I have to use the library Monday, Tuesday, or Wednesday when it's open late - otherwise at work and can't get there before library closes.
- I'm sorry you've had to cut the hours on Monday, but I appreciate the evening hours.
- I'm dismayed to see us losing hours. It's the right call however to cut am hrs and keep evening hrs. We need Sunday hours and longer hours on Saturday.

#### Parking

- Parking is a problem. I've gotten several parking tickets when I've needed to use the library for more than an hour (for events, etc). Sometimes there are simply no spots available in your lot.
- I have to remember to have quarters, and often I don't have any. ☹ Sometimes I have other loose change, but that is not helpful with the downtown meters only taking quarters.
- A real issue. I do not believe there should be metered parking for library use. That does not make the use of the library free.
- Have had late fees because I could not get parking.
- Sometimes very hard to find parking. Especially difficult with kids and lots of books to return!
- Horrendous! People going downtown use the spaces -- none left for library goers.
- More (and free) near the building would be helpful.
- Metered parking is not good. When I go to the library (I am a Greenfield Savings Bank customer), I park in their lot. I'm not paying to park to go to the library. The meter maids are strict.

#### Accessibility

- Very important, as I often come with my children in a big double stroller and need to access the basement.
- Very important as I have physical limitations and also a child sometimes in a stroller.
- Coming in the back door isn't as pleasing as coming in the front door.
- On crutches I found steps slippery and rear door too distant. I was fortunate to have someone to pick up books I had requested online.
- If you are using a walker, the handicap access is very difficult.
- Difficult for handicap person - parking + steps.

### Library Space

- I find the library layout and space to be pretty uninviting. I think that the staff is very friendly and that the space is used to its highest potential, but the stacks area is pretty depressing.
- Would love more reading nooks around the library so I could check out a novel or some magazines in comfort and style. Lack of space is a real issue!
- Would like to see expanded space for general improvement/larger collection.
- Not nearly enough space in every way.
- We attend library programs and need more meeting space!
- I would love to see more comfortable chairs for reading like the bigger ones you have. It's too bad the Library doesn't have more room.
- I would stay for a longer visit and read there if there were more seats, more room to move around, and some cozy quiet spaces. I can't lean down to see books on the bottom shelf without being bumped by passing patrons. I feel like I'm always in somebody's way.
- Need more space. Need a quiet area and places for groups to meet. Staff and patrons bump into each other.

### Library Funding

- It is a pity that the library had to cut opening hours due to budget cuts. The library is in so many different ways an important resource for the residents of Greenfield. The financial support of the library and its services seems especially vital in these economically difficult times.
- The Library seems in danger of losing funding. The friends do a fabulous job of raising money to support programs and activities for the Library.
- I wish this and all libraries get more funding and are open more hours.
- Seems like less funding equals less services. Libraries are extremely important in a literate democratic society.
- I hope public funds which I have supported with my taxes will continue to be allocated in sufficient amounts to keep the library running smoothly.
- Very important. This is one of the most important functions of a town Government.

### Other

- It seems like the Friends group is really active and this is really a positive thing.
- The GPL has an amazing staff - qualified, conscientious and a pleasure to work with.
- Again, I desperately miss quiet spaces.
- Friendly and knowledgeable staff
- Building is crowded but operates ok - you really need a new building.

Question #5

What do you love about the Greenfield Public Library?	
Answer Options	Response Count
	257
<b><i>answered question</i></b>	<b>257</b>
<b><i>skipped question</i></b>	<b>59</b>

- As I mentioned, the great, friendly staff who have become friends to my family. Also, the great kids' and adults' book collections. And above all, your help with InterLibrary loans and books requested from within the C/WMARS system - we use that VERY extensively.
- I love that we have a library! And one that is open almost every day! With all the budget cuts hitting towns, that is the first to go. Having the museum passes available is very helpful, and I use the downloadable audiobooks all the time.
- The landscaping is really nice - it makes it inviting to enter into the library. I love what I see as the library staff constantly trying to make improvements, develop programs, etc. It feels really active at the library, although I don't spend a lot of time there. I love that the library has a very active website.
- I love that it is open most days of the week. I love that there are now more DVDs. I love the new books section. I love that I see people there using the library for all sorts of daily life, business, and educational needs. I love that there are spaces to go where you can think, write, whatever. I love the selection of books. I love that there are movies on Friday nights. I love that there are books groups. It is a great community library.
- Lots of open hours! Great collection! Holds!! Children's Programs!
- Book discussion groups, community reads, film series, friendly and knowledgeable staff.
- The beautiful building you are in and the beauty of it in the spring when the trees are in bloom.
- I love the friendly staff. Love the cheerful, bright children's area. The children's books seem to be in constant rotation; there are always new volumes to enjoy. It's also a beautiful building; I love the flowers in the spring. Ultimately, it's the online access and InterLibrary loan system that radically transformed my use of the library -- and my habits as a reader. These two tools more than any other aspects have changed me into a huge library user.
- The community spirit of the place; it's wonderful to meet friends and acquaintances while looking for a book, or talk with the librarians about the newest authors. It's a very friendly environment.
- Computers. Able to get books and movies from other libraries. Friendly and helpful staff.
- But the main reason I use Greenfield Public Library instead of the library in my own town that I could walk to is because our little library is hardly ever open and GPL, despite cuts, is open so much more.
- It is one of the backbone institutions of our community, and a vital part of our downtown. The library staff is exemplary.
- The childrens' story times and activities top our list, friendly librarians, being able to request books I want online and from other libraries.
- The friendly staff, the range of resources (audio books, crafts books, DVDs, the range of music CD's, the wireless internet access) and the central location.
- I love just about everything about it - I've been a constant reader all my life and I know I can find a wide variety of things to read there. I have not taken part in the programs very much, but I did take introductory computer classes there and took part in one reading group which was fun. I love the ease of looking up books on the online catalog. I also like the lists you post for recommended books, like the cozy mysteries.

Question #6

What frustrates you about the Greenfield Public Library?	
Answer Options	Response Count
	224
<i>answered question</i>	<b>224</b>
<i>skipped question</i>	<b>92</b>

- The parking situation is always a pain.
- Crowding in the rooms and shelves and the perennial funding battles!!
- Too few hours Space Inaccessibility. Parking.
- I think its physical size, considering it's in the county seat, is limiting with regard to expansion. I love the building's history, though, and would not like to see it compromised architecturally in the name of expansion. Getting a parking space.
- The parking situation is terrible. There is no space to properly show off new books, DVDs, etc. or see a display. The children's room is too small for the various ages who use it. There are nowhere near enough seats to just sit and read in order to see if you like a book before taking it home. The heating/air conditioning system doesn't seem adequate for the building.
- No book drop off at the curb with parking so scarce - sometimes it's difficult to just drop off materials.
- Closes too early on Saturday.
- Size and quantity (of hours, collection, building, seating, computers, etc.).
- Not enough Internet stations.
- Is there any way to request more downloadable audiobook titles/authors?
- Not being open on Sunday. I work during the week, and even though there are evening hours, rarely do I venture out once I've gotten home.
- It deserves twice the space. Meeting space. Reading space. Space for more materials to read. Space for kids to plunk down and do research. Space for the schools to come in large groups to do programs so that the library can become an integral part of Greenfield's education renaissance.
- Sometimes I've run into glitches with the online systems -- I'll go on to renew items that are due that day and it will miss certain things or not let me know (as it usually does) if a renewal has gone through, so I feel like I've racked up charges that way. Of course I wish books arrived through the interlibrary loan system faster -- usually speedy in this regard, but every once in a while I ask for a book, and clearly whomever has it on the other end isn't giving it up. The DVDs we borrow (especially from the children's section) are frequently damaged, sometimes to the point of no longer being playable).
- Closed when I want to come, long wait for computer at times.
- Only one hour on the computer. But this frustrates me about all libraries.
- Stopping by & discovering THAT IT IS NOT OPEN.
- That I can't use the computer with overdue fees.
- The waiting time on pcs.
- Need more genealogical resources - both over papers and internet - ancestry - coin, etc.
- The handicap access is long out back probably this keeps the front neat but forces individuals with health problems to go out back. There are not enough tables and chairs and the chairs for the tables need upholstered seats and backs.

Question #7

What services, materials, and technology would you like to see offered by the Greenfield Public Library?	
Answer Options	Response Count
	144
<i>answered question</i>	<b>144</b>
<i>skipped question</i>	<b>172</b>

- More audio books and more dvd movies.
- I'm happy with the current resources. If I had to choose, though, I would expand the number of museum passes available (though it's already quite a good collection).
- Bigger/better bathrooms?
- A quiet area for reading or working on your laptop.
- I think the library should be the primary public institution in the town, and serve as the adult education center, social issues discussion center, cultural center, literary appreciation center, music appreciation center, film appreciation center, local cultural archive. I believe that the library's collection can be greatly enhanced by skillful in-kind donations of materials, particularly music, films, and books.
- Cafe. Laptops for loan.
- Continue with all current services. Take advantage of all possibilities for downloadable media. Offer classes in new media, new internet software, new social networking sites, and how they all work. More book discussions in the daytime, at least in the winter.
- Laptop computers. Video games.
- Longer use of computers.
- Are there resume workshops? Things for helping find jobs.
- More chairs placed in the general stacks area to read and scan books. It's tiring to stand and read. Thank you.
- We love what you have. I made my suggestions already. In my dreams, someone who could full-time advise people on technology/computing/web research and give classes etc would probably serve our town well.
- More passes to more museums, especially Boston, Springfield and Hartford
- I'd love to have eBooks available for Kindle download -- I don't have a Kindle yet, but if I ever make that move, that'd be wonderful. It'd be great to borrow a Kindle loaded with a dozen books for my next vacation! I know there are eBooks through the system -- but I don't feel educated about that at all. I've tried looking through some of the documentation on the library site -- but I still feel a little wary about the whole process.
- Maybe actual training in computer use, without needing to sign up for classes at the local community college.
- Public awareness of services.
- Movie nights in the winter would be neat.....uhm, more books is always good. "laughs" I really like the anime, so maybe more programs like that?
- Printers & scanners! (maybe a fax, too?)
- Thank you for keeping paper copies of newspapers and magazines. With my handicap, it's hard to be on the computer.
- More pcs for internet work.
- I hope it continues to be staffed by humans as opposed to automated check-out and other services.
- Hours is more important than increased capabilities.

Question #8

What would enhance your enjoyment of the library space?	
Answer Options	Response Count
	155
<i>answered question</i>	<b>155</b>
<i>skipped question</i>	<b>161</b>

- More comfortable places to sit, like the large chair near the kids' videos and the other one in the picture book room - but I know you have limited space for that.
- Development of some kind of reading space beyond the checkout area.
- Again, a truly quiet area (and comfortable would be great too) for reading or working on one's laptop.
- More space, more furniture. It has space for people who need to be there, but making it a place where everyone WANTS to hang out (like the kids areas) would be ideal.
- Picnic table outside to sit at to go online when library is closed.
- Someday - larger building!
- More space to sit privately and concentrate.
- Less cramping in the main room. More comfortable chairs at the tables.
- Expanded reference area and far more seating, less crowded public space.
- More quiet space.
- Rearranging the floor plan with upholstered (vinyl) cushions; more tables and chairs and farther away from the front end commotion/door and noise; more larger/addition space wishful thinking to accommodate above suggestions.
- More sit-down/comfy space? But again, where?
- More reading areas with stuffed chairs/cushions.
- More comfortable reading spots for families in children's room.
- I have to agree with my husband that a quiet reading room for adults would be a good thing.
- It seems very cramped in the building. It must be a challenge to figure out how to best organize everything.
- More space - see comment above. Displays and all are very cramped in current building. i actually miss information because there is too much and i just tune it out. Thanks to your staff for reminding me of things my family might be interested in!
- Books, books and more books, can't never have enough books.
- Have a reading room away from traffic.
- More tables and chairs near electrical outlets. :-)
- Have some private space for people who need and want to study for all kinds of tests.
- Something to make the fluorescent lights more comfortable & less glaring to the eyes.
- A bigger common room.
- A larger library in general to house more books.
- More chairs! More room! {all words underscored}
- More comfortable places to sit in and outside the library.
- Better space for meetings & workshops.
- More comfy chairs in quiet corners.
- Tables distributed around perimeter; more secluded or basement meeting room opened up for people to work quietly at tables.

Question #9

<b>What changes would you like to see happen at the Greenfield Public Library?</b>	
<b>Answer Options</b>	<b>Response Count</b>
	145
<i>answered question</i>	<b>145</b>
<i>skipped question</i>	<b>171</b>

- More adult education events. Poetry reading, book and short story dramatic narration, social issues discussion.
- A new state of the art library befitting those who use the library. It really is a county as well as a town library.
- I hate having to wait in line for as long as I do to use an Internet computer.
- If there could be some way to expand the building it would be good.
- I'd enjoy having more programs and services. In my own fantasy world, I'd love to see the library become the center of the community in the way that churches once were. Varied programs for children would be lovely (making connecting with other local agencies to provide field trips, nature hikes, science clubs and the like), ways for local parents to meet and connect (e.g., through a social networking interface with library meet-ups), programs for parents (weekly writing groups with a babysitting component! Salivate!).
- A larger facility.
- Expanded space and collections.
- Longer hours, more space.
- A new building – period - end of discussion! It's ridiculous how small this library is given the size of the community. Better parking solutions, like meters that accept any coins, and allow you to stay for more than 1 hour! (Also, keep in mind that people coming and going from the library often are carrying a heavy load, and should not be expected to walk too far; and elderly and parents with little kids have an even harder time.)
- Expansion to the rear in a creative way that builds on the beautiful period building.
- More funding; possible expansion.
- Free parking - or a change machine - somewhere for parking (like in Noho, on the street); comfortable chairs - more privacy to study.
- I'd like to see the town government make a sustained buy-in/pledge to support the library as one of the key institutions of our town/downtown -- especially with the Bank Row redevelopment. I think that the Bank Row redevelopment may be a major factor for the library: evening hours?
- I think there are too many "street people" that hang out at the library and that may affect people coming in and using the library - sitting down and reading something there, using the internet or using the research librarian. I think that's a challenge for all libraries, since they're public places, but in a small library like Greenfield's, it's much more noticeable. I hadn't consciously thought of that problem until now, but that's probably why I just stop and pick things up there, but never sit down.
- I'd like a more vibrant program of authors and speakers on books.
- Larger - more modern - space for art exhibits.
- More funding from town, state, feds.
- Just continue - I would miss you terribly. Loss of hours, loss of service would have a huge impact on the Franklin County.
- Probably a couple more computers for the children's room. It can be quite busy at times.

Question #10

Is there anything else you would like us to know as we plan for the future of the Greenfield Public Library?	
Answer Options	Response Count
	127
<i>answered question</i>	<b>127</b>
<i>skipped question</i>	<b>189</b>

- Thank you for all your good work - it's a great library.
- I just want to reiterate the importance of the staff and how much they add to the positive experience I've had of the library. I especially appreciate their friendliness toward children and the fact that they know each member of my family by name. That takes stopping by the library out of the category of "one more errand" and makes it something the whole family looks forward to.
- I will always be grateful for how strong a positive influence the GPL has been on my daughter's life and my own.
- DREAM BIG!
- We love the Greenfield Public Library!!!
- Thank you for making this great resource available to us all! I enjoy every visit.
- I like that you are right downtown.
- I think a good library is essential for the town and you should continue to publicize events at the library and promote literacy among all age groups.
- There is a huge amount of support for public libraries in general, and GPL in particular. I hope the powers-that-be (Mayor? Library Trustees?) fight hard to try to get a new building and some new endowments.
- I believe extended hours are very important.
- Would love to see the library expanded into back lot, or, if possible, a new building. But, it MUST be downtown. Also would like to see a cafe or area with (healthy food) vending machine.
- We must build a new one. It's time. It should have more/better community meeting space, more places to sit and read.
- It's an essential community resource - to keep it open, vital, interesting, flexible, growing and open to community. Thank you all.
- This vital service has only grown in importance in these difficult economic times. People need free access to books, music, movies, newspapers, use of computers!
- Please don't cut the children's programs. This is the prime time to get kids interested in reading and the Mother Goose program (all that we've attended so far, as my kids are young) does a great job at that.
- I hope the library never goes away and would hate to see budget cuts reduce services. We love the library and use it as a resource constantly.
- It'd be nice to have a small outdoor reading area, or an "aquarium" room where people can have coffee.
- I like that you are right downtown.
- At this time in my life (76), I do not use the Library services. I do believe that it is an important part of the community and gives an opportunity for all the younger people to use as a learning and enjoyment place. I will continue to support the library.
- The historic building is a great asset to the library, even if it limits space - any future expansion should consider this.
- Keep on doing the exceptional job you do. It is appreciated.

**PART VI**

**GOALS AND OBJECTIVES**

The heart of any Long-Range Plan is its Goals and Objectives. These provide a framework upon which the Plan is based. Goals indicate issues the Library must address in order to effectively meet the needs of the community and objectives specify how the Library will go about addressing these issues and the date by which this work will have been completed. Activities provide more detailed information concerning how the objectives will be met. Goals, Objectives and Activities delineate how the Library will focus its efforts in order to provide the best possible service to the community. (Because they identify what needs to be done and spell out how it will be accomplished, Goals, Objectives and Activities provide a clear guideline for action.)

Goal	Objective	Activity	Time Period	Responsibility
1. Provide adequate space for Library services including updating and improving the current GPL building.	1.1 Address the need for more space by building a new library or expanding the current building.	Apply for a Planning and Design grant from the MBLC.	When a Grant round opens	Trustees, Library Director, Assistant Director, Library Staff, Friends
	1.2 Address accessibility issues in the current building for patrons with disabilities.	Work with the City's Commission for Disability Access.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Purchase an accessible book return.	FY2011	Trustees, Library Director, Assistant Director, Library Staff, Friends
	1.3 Address the need for more parking at the current building.	Work with the DPW in order to locate and assign additional dedicated parking spaces.	Ongoing	Trustees, Library Director, Assistant Director
	1.4 Strengthen the building maintenance program.	Work with City officials to participate in City-wide facility management.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff

Goal	Objective	Activity	Time Period	Responsibility
1. Provide adequate space for Library services including updating and improving the current GPL building.	1.4 Strengthen the building maintenance program.	Advocate for a Building Maintenance position.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
	1.5 Provide an adequate, healthy and safe space for Friends to sort and sell books.	Work with the Friends to research ways to improve the Barricade environment.	Ongoing	Trustees, Library Director, Assistant Director, Friends
2. Undertake strategies to maintain adequate funding for Library services.	2.1 Address the need for a budget level that ensures certification by the MBLC.	Advocate for increased funding from the City during the annual Budget Hearings.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Invite elected officials and selected community members for tours of the Library as a means of keeping people informed about Library services, activities and needs.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Advocate with state legislators for increased state funding for Library services in the Commonwealth, for the purpose of reducing the strain on local Library budgets.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
	2.2 Develop funding sources that augment City support.	Apply for a Planning and Design grant from the MBLC.	When a grant round opens	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Apply for LSTA grants from the MBLC.	When a grant round opens	Trustees, Library Director, Assistant Director, Library Staff
Goal	Objective	Activity	Time Period	Responsibility

2. Undertake strategies to maintain adequate funding for Library services.	2.3 Develop strategies for operating within existing financial constraints.	Work with programs/people outside the GPL (e.g. GCC work study, Senior Aide, Youth Volunteer, general volunteers).	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
	2.4 Develop a spending plan for the Trust Funds.	Evaluate the need to create a financial plan to maintain, develop and utilize the Trust Funds.	FY2010	Trustees
3. Enhance and improve Library services.	3.1 Address the GPL's lack of space.	Apply for a Planning and Design grant from the MBLC.	When a grant round opens	Trustees, Library Director, Assistant Director, Library Staff, Friends
	3.2 Provide more programming for all age groups.	Apply for LSTA grants from the MBLC, including an "On the Same Page" grant.	FY2011	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Sponsor an annual "On the Same Page" reading campaign.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Apply for annual Greenfield Cultural Council grants.	Annually	Library Director, Assistant Director, Library Staff
		Solicit volunteer help to run programs.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends

Goal	Objective	Activity	Time Period	Responsibility
3. Enhance and improve Library services.	3.2 Provide more programming for all age groups.	Purchase a Wii system for in-house patron use.	FY2013	Trustees, Library Director, Assistant Director, Library Staff, Friends
	3.3 Address accessibility issues in the current building for patrons with disabilities.	Purchase an accessible book return.	FY2011	Trustees, Library Director, Assistant Director, Library Staff, Friends
	3.4 Systematically evaluate the Library's collection to ensure the Library is meeting the identified needs of the community.	Weed the collection in accordance with established procedures.	Ongoing	Library Director, Assistant Director, Library Staff
		Review and update the <i>Collection Development Policy</i> .	Annually	Trustees, Library Director, Assistant Director
	3.5 Address the need for increased open hours.	Advocate for additional monies to enable longer Saturday hours as well as Sunday hours.	FY2014	Trustees, Library Director, Assistant Director, Library Staff, Friends
	3.6 Review and streamline existing Library operations.	Staff the Children's Room Circulation Desk full-time.	Ongoing	Library Director, Assistant Director, Library Staff
		Purchase additional signage.	FY2012	Trustees, Library Director, Assistant Director, Library Staff, Friends

Goal	Objective	Activity	Time Period	Responsibility
3. Enhance and improve Library services.	3.6 Review and streamline existing Library operations.	Staff the Information Desk full-time.	Ongoing	Library Director, Assistant Director, Library Staff
	3.7 Increase the number of Internet computers for the public.	Work with the Friends to develop a technology capital campaign.	Spring 2010	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Acquire donated laptops for "in house" patron borrowing.	Spring 2010	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Purchase and install PAC stations in the stack areas.	FY2014	Trustees, Library Director, Assistant Director, Library Staff, Friends
	3.8 Increase the Library's web-based services.	Utilize Staff and volunteer expertise.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
4. Undertake strategies to make capital improvements.	4.1 Address the need to purchase up to ten replacement computers per year.	Advocate for replacement computers during the annual Budget Hearing/Capital Plan process.	Annually	Trustees, Library Director, Assistant Director, Library Staff
	4.2 Address the need for an updated and efficient HVAC system.	Advocate for an updated HVAC system during the annual Budget Hearing/Capital Plan process.	Annually	Trustees, Library Director, Assistant Director, Library Staff, Friends

Goal	Objective	Activity	Time Period	Responsibility
4. Undertake strategies to make capital improvements.	4.3 Address the need for an RFID materials circulation and security system.	Advocate for an RFID system during the annual Budget Hearing/Capital Plan process.	Annually	Trustees, Library Director, Assistant Director, Library Staff
	4.4 Address the need for a building security system.	Advocate for a building security system during the annual Budget Hearing/Capital Plan process.	Annually	Trustees, Library Director, Assistant Director, Library Staff
	4.5 Address accessibility issues in the current building for patrons with disabilities.	Purchase an accessible book return.	FY2011	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Work with the City's Commission for Disability Access.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
	4.6 Provide the space and equipment for improved programming for all age groups.	Refurbish the LeVanway Room.	FY2011	Trustees, Library Director, Assistant Director, Library Staff, Friends
	4.7 Develop funding sources that augment City support.	Apply for LSTA grants from the MBLC.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
	5. Undertake strategies to help preserve and make accessible the Library's collection.	5.1 Determine the optimal means to preserve and provide public access to the Greenfield Room/local history collection.	Research preservation grants for a long-term solution.	Ongoing

Goal	Objective	Activity	Time Period	Responsibility
5. Undertake strategies to help preserve and make accessible the Library's collection.	5.1 Determine the optimal means to preserve and provide public access to the Greenfield Room/local history collection.	Develop a Greenfield Room Mission Statement and Collection Development Policy.	FY2010	Trustees, Library Director, Assistant Director, Library Staff
		Advocate for a Head of Local History position.	FY2014	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Obtain archival quality shelving for the Greenfield Room.	FY2014	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Add items to the Digital Treasures collection.	Ongoing	Library Director, Assistant Director, Library Staff
	5.2 Determine the optimal means to preserve and provide public access to the Library's general collection.	Encourage Staff to attend collection repair continuing education classes.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Digitize our copies of <i>The Greenfield Recorder</i> .	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Add items to the Digital Treasures collection.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff

Goal	Objective	Activity	Time Period	Responsibility
6. Increase community collaborations and the Library's visibility in the community.	6.1 Create an ongoing public relations plan.	Submit articles to be published in Friends <i>Newsletter</i> .	Ongoing.	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Update and publicize the GPL website.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Distribute GPL brochure.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Advertise Google Groups email list.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Post program information on Library bulletin boards.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Utilize online advertising including podcasting and YouTube videos.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Establish a relationship with GC-TV.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends

Goal	Objective	Activity	Time Period	Responsibility
6. Increase community collaborations and the Library's visibility in the community.	6.1 Create an ongoing public relations plan.	Build upon relationships with local radio stations and newspapers.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
	6.2 Continue collaboration with public schools.	Hold instructional reference materials and equipment trainings during class visits.	School Year	Library Director, Assistant Director, Library Staff
		Visit schools in order to advertise the Library's annual Summer Reading Programs.	Annually	Library Director, Assistant Director, Library Staff
	6.3 Continue collaboration with homeschooling families.	Offer storytimes and reference classes during class visits.	School Year	Library Director, Assistant Director, Library Staff
		Hold instructional reference materials and equipment trainings during family visits.	School Year	Library Director, Assistant Director, Library Staff
		Offer storytimes and reference classes during family visits.	Ongoing	Library Director, Assistant Director, Library Staff
		Promote the Library's annual Summer Reading Program during family visits.	Annually	Library Director, Assistant Director, Library Staff
	6.4 Maintain involvement in long-range City planning.	Work with elected City officials.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff

Goal	Objective	Activity	Time Period	Responsibility
7. Maintain a positive working relationship with the Friends of the Greenfield Public Library.	7.1 Support the Friends in their activities on behalf of the Library.	Attend Friends meetings and functions.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
8. Maintain an informed and active Library Staff.	8.1 Fully utilize the financial resources to enable as many Staff as possible to take advantage of continuing education opportunities.	Take advantage of continuing education programs offered by WMRLS, C/W MARS, etc.	Ongoing	Library Director, Assistant Director, Library Staff
		Invite Library Staff to attend the Massachusetts Library Association's annual conferences.	Annually	Trustees, Library Director, Assistant Director, Library Staff
		Create a Staff orientation packet which includes Library policies.	FY2011	Library Director, Assistant Director, Library Staff
	8.2 Foster Library Staff unification.	Schedule team-building activities.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
	8.3 Plan and implement Staff recognition events.	Discuss options at Board meetings.	Ongoing	Trustees, Library Director, Assistant Director
	8.4 Address the need for additional paid personnel.	Advocate for an increase in the number of personnel, including direct-service positions and a full-time Building Maintenance position.	Annually	Trustees, Library Director, Assistant Director, Library Staff

Goal	Objective	Activity	Time Period	Responsibility
8. Maintain an informed and active Library Staff.	8.5 Address the need to keep Staff involved in day-to-day Library operations.	Encourage Staff to help educate the public, town leadership and Friends about the GPL's mission.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Encourage Staff to attend Friends meetings.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
		Encourage Staff to help advocate for additional open hours (e.g. all-day Saturdays and Sunday open hours).	Ongoing	Trustees, Library Director, Assistant Director, Library Staff, Friends
9. Maintain an informed and active Board of Library Trustees.	9.1 Continue to learn new concepts and update skills.	Encourage Trustees to attend local and state conferences.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Encourage Trustees to attend continuing education classes.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Create a Trustee Manual.	FY2010	Trustees, Library Director, Assistant Director
		Attend Community Relations Committee meetings.	Ongoing	Trustees, Library Director, Assistant Director

Goal	Objective	Activity	Time Period	Responsibility
9. Maintain an informed and active Board of Library Trustees.	9.1 Continue to learn new concepts and update skills.	Attend Staff meetings.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Attend Friends meetings.	Monthly	Trustees, Library Director, Assistant Director, Library Staff
	9.2 Educate the public and City leadership about the Library's mission.	Advocate for state certification from the MBLC.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Advocate for an increase in the number of personnel, including direct-service positions and a full-time Building Maintenance position.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Advocate for additional open hours (e.g. all-day Saturdays and Sunday open hours).	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Advocate for additional funding so that Staff may attend continuing education courses and conferences.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff
		Work with the DPW in order to locate and assign additional dedicated parking spaces.	Ongoing	Trustees, Library Director, Assistant Director

Goal	Objective	Activity	Time Period	Responsibility
9. Maintain an informed and active Board of Library Trustees.	9.2 Educate the public and City leadership about the Library's mission.	Maintain up-to-date policies.	Ongoing	Trustees, Library Director, Assistant Director, Library Staff

## **PART VII**

### **PLAN REVIEW AND REVISION**

This Plan has been developed to cover the next five years. Progress in meeting goals, as measured by achieving objectives and completing activities, will be evaluated by the Library Director and Board of Library Trustees on the anniversary date of the Plan's implementation. This evaluation may result in the addition, deletion or revision of objectives and activities in response to changes and new developments. At the end of five years, a new Plan based on new goals and objectives will be developed and implemented.

## **PART VIII**

### **SOURCES**

- 2000 U.S. Census ([www.census.gov](http://www.census.gov)).
- The official website of the Commonwealth of Massachusetts ([www.mass.gov](http://www.mass.gov)).
- *FY2009 State Aid to Public Libraries Annual Report Information Survey (ARIS)*. Greenfield Public Library. August, 2008.
- *FY2009 State Aid to Public Libraries Compliance Form (LIG/MEG/NRC)*. Greenfield Public Library. October, 2008.
- Massachusetts Library and Information Network ([www.mlin.lib.ma.us](http://www.mlin.lib.ma.us)).
- *FY2008 Massachusetts Public Library Data*. Massachusetts Board of Library Commissioners. January, 2009.