

Rowley Public Library

Strategic Plan

FY2021 – FY2025



Library hug, RPL 125th birthday celebration, 2016

Approved by the RPL Board of Trustees

At their regular meeting on September 17, 2019

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PLANNING METHODOLOGY

METHODOLOGY

The Director worked in cooperation with the Trustees, the staff, and the public, and an independent consultant in the creation of this strategic plan. The process, loosely adapted from the Public Library Association's *Planning for Results*, calls for three meetings of the focus group and interim work by the Director and Trustees to compile the information gathered. Two public meetings were held, at which a SOAR exercise (strengths, opportunities, aspirations and results) and a community visioning exercise were led by the consultant. Participants included members of the Library Trustees and staff, public safety representatives, teachers and school district administration personnel, homeschooling families, and a cross-section of the town's citizens. In addition, an open response opinion survey requesting public input was mailed to every household in Rowley, with the cooperation of the Municipal Light Department, and made available online through the Library's website and Facebook page. Visitors to the Library also were encouraged to fill out and submit the survey on site. The results were tabulated and reviewed. Using this information, the Director and Trustees created the goals for the Library for FY 2021-2025 together with objectives against which we will measure our progress.

NEEDS ASSESSMENT

Input was collected from the community focus groups and through a survey. The most requested items were increasing the number of hours the library is open and offering more programs for all ages, especially programs for teens and young adults and/or intergenerational events. Learning opportunities for increasing information literacy was another frequently requested topic. Responses indicated a strong interest in recreational reading and museum passes, as well.

We received a number of suggestions on ways to enhance collaboration with local schools, communicate better to various populations in the community, and keep up the well-liked facility and grounds. Library staff was rated excellent or good by over 90% of responders, though there were a few comments that customer service could be improved.

Responses showed a preference for receiving library information electronically through Facebook, the RPL website, or the monthly email newsletter.

Respondents were given a choice of four time slots as options for additional hours, should the Director and Trustees realize the funding to expand open hours. Preferences were split evenly across the four options.

It is our hope that our planning for the upcoming five years will address the community's needs, as expressed through the focus groups and completed surveys.

ACKNOWLEDGEMENTS

T. Glenn Blakney, Library Trustee

James Broderick, Chief, Rowley Fire Department

Laurel Charette

Kimberly Croteau, Assistant Superintendent, Triton Regional School System

Elizabeth Cullen, Library Trustee

Scott Dumas, Chief, Rowley Police Department

Michelle Ford, Library Trustee

Miranda Griffiths, Library Associate for Youth Services

Sharon Hydren, Chair, Rowley Cultural Council

Margaret Lemelin, Chair, Library Board of Trustees

Pamela Jacobson, Library Director

John Manning

John McCarthy

Kat Pacenka, Teacher, Pine Grove School

Jenny Patterson, Library Trustee

Janet Peabody, Vice-Chair, Library Board of Trustees

Joseph Perry, Vice-Chair, Rowley Board of Selectmen

Ann Prest, President, Rowley Grange

Greg Pronevitz, Independent Consultant

Sinead Rollins

Elissa Shoreman

Karen Ziemplak

Deana Ziev

COMMUNITY DESCRIPTION

Rowley is a growth community rooted in New England colonial history. It has evolved from a farming community to a bedroom community that proudly holds on to its few remaining farms. There is a small amount of retail and industry, but Rowley is now primarily a commuter town with a population just shy of 6,000, spread among its 19.03 square miles.

Located in Essex County, with river access to Ipswich Bay and the Atlantic, Rowley is bordered by Interstate Route 95 and bisected by business-lined Route 1 and historic/rural Route 1A. Rowley is bordered to the north by Newbury and Georgetown, to the south by Ipswich, and to the west by Boxford. Its outlying areas are forested with fields and meadows and stonewall-lined country roads, yet just around each bend of the road may be found a cluster of new houses, as the continued building results in dramatic changes to the landscape. The Rowley community values its open space and recreational areas.

Rowley center, on Route 1A, consists of a small number of residences, some of which are historic sites, as well as three churches, the post office, a handful of small businesses, Pine Grove Elementary School, the Town Hall, and the Rowley Public Library, built in 2004.

At the time of the 2010 Census the population was split almost 50/50 between male and female residents with a median age of 43.3 years; approximately 21% of the total population fell in the 45 to 54 years range. 26.4% of residents were under 20 and 11.4% of residents were age 65 or older. Rowley remained quite homogenous with 97.4% of the population identifying as White and 75% of households made up of a family. 94% of adults completed high school, and nearly half of adults had attained an associate degree or higher college education. The median household income was \$79,449 and, of the adult labor force, 54% were employed in manufacturing, professional, scientific, management, administrative, waste management, education, healthcare, or social assistance fields.

Many families in town have school-aged children. There are 431 students at Pine Grove Elementary School. At the Triton Regional middle/high school, there are approximately 1100 students from Rowley, Newbury, and Salisbury.

LIBRARY INFORMATION

HISTORY

Susan and Frederick Todd founded the Rowley Book Club around 1870 as a private library. Through a Town Meeting vote the Rowley Public Library was established as a town department and the first Trustees elected in 1891. The same year the Rowley Book Club voted to transfer their collection to the new public library. Mrs. Benjamin (Catherine) Mighill was the first librarian, and the library was kept in a house owned by the Mighills for the first thirteen years of her tenure. Throughout its history, Rowley Public Library has had a total of 15 Library Directors, one of whom served for more than 30 years.

In January of 1904, at a special town meeting, the town voted to raise and appropriate money toward the construction of a Town Hall. Upon completion, the library was moved from the Mighill house to Town Hall, in what is now the Selectmen's room.

In 1966, at a special town meeting, the Board of Trustees asked for and received the Ezekiel Rogers School building on Wethersfield Street for renovation as a library. The move was made into the building in 1968. At that time, all services for adults and children were on the main floor. In December of 1974 the children's area was moved into the renovated basement and a meeting room added there.

After years of planning and help from countless citizens, in January 2004 a 13,644 square foot facility opened on Main Street on land that had been donated to the town by the late Mrs. Ruth Lambert Cheney, who specified in her bequest that the town should build a library and a garden there.

In 2007 the Rowley Public Library became a full member of the Merrimack Valley Library Consortium (MVLC), taking advantage of the automated resource sharing, databases, and other online services provided by the consortium. Through the MVLC, patrons can access their account online and are able to order and renew library materials and download audiobooks, e-books, e-magazines and videos to their devices.

In 2011 the Library received a bequest from the late George P. Bishop in memory of his uncle Lawrence R. Bishop. Specifications of the bequest were that the money be used for acquiring books and equipment for the library and for increasing library hours. The Library expanded its hours of service from 34 per week to 40 per week. Four additional open hours were later added for a year-round total of 44 per week.

In 2016 the community celebrated the 125th anniversary of the Library's establishment, beginning with indoor miniature golf and ending with a library hug. "Human Libraries" were nominated from within the community and recognized at the birthday celebration. A feature event was the 3rd Annual Rowley Reads Community Read, focused on HG Wells *The Time Machine*, published in 1891, the year the Library was founded.

GOVERNANCE

The Library is a department of the Town of Rowley governed by an elected nine-member Board of Trustees of the Rowley Public Library. The Board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that: "The Board shall have the custody and management of the library...and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the Board, and all money or property which the town may receive by gift or bequest...shall be administered by the Board..." Responsibility for library management, collection development, and provision of library services to the public is delegated by the Board to the Library Director. The Director is appointed and directly responsible to the Board and is an employee of the Town of Rowley.

SUPPORT

The Friends of the Rowley Public Library, a 501(c)3 charity association, is an active group with 135 members. They hold several fundraisers throughout the year and provide support for the summer reading program and programming for children and adults including a moderated book club, yoga for children and adults, and other cultural and educational events. The Friends also purchase museum passes and finance organic landscaping of the lawn and gardens. They fund the Library's monthly electronic newsletter and web site hosting.

DESCRIPTION OF EXISTING LIBRARY SERVICES

The present facility opened on Main Street in January of 2004. It is fully handicapped accessible and was built to meet the projected community needs for the following 20 years. The Ruth Lambert Cheney children's garden was dedicated in the summer of 2006.

The Library is open 44 hours per week, including four evenings and a half day Saturday. The staff is made up of 15 permanent employees and 2 substitutes, who work a total of almost 5 full-time equivalents (FTEs). Only the Director is full time (35 hours/week). In addition, 88 volunteers contributed almost 700 hours of time in FY19. Staff performed an estimated 5,889 reference transactions, and patron visits numbered 40,089 in FY19.

The collection consists of 43,715 books, 225 periodical volumes, 2,285 audios (books and music on CD and Playaway audiobooks), 2,152 DVDs, 134 electronic resources (CD-ROMs, video games and Playaway launchpads), and 50 kits, as of July 2019. The Library also loans museum passes, hotspots, light therapy lamps, lawn games, tools, and is growing its new "Library of Things." Patrons have access to 9,637 downloadable audiobooks and 31,777 e-books, 192 videos and 100 e-magazine subscriptions through the OverDrive Media Service. Circulation in FY19 totaled 46,796 items, about 9% of which were virtual. Patrons accessed the electronic collections, databases, music downloads, and language learning software 8,678 times.

There are three meeting rooms and one quiet study room available for public use. The largest meeting room seats 65 and has a kitchen and audiovisual equipment including a wall-mounted television with cable inputs for computers, gaming consoles, and a DVD player. Community members used the meeting rooms 831 times in FY19. The Library sponsored 364 programs, attended by 4,855 people. These included several clubs: Lego, knitting, genealogy, and book discussion, as well as classes, lectures, gaming sessions, movies, concerts, crafts, story times, and the summer reading program (sponsored by the Friends of the Library).

There are 14 public computing workstations and a laptop that patrons may use in the Library; all have the Library catalog, Internet access, and the full MS Office Suite and are networked to color and black and white laser printers. Usage averaged 306 times per week in FY19. There are approximately 30 Wifi sessions per day by patrons. The Library also offers use of a fax machine for a nominal fee and a photocopier/printer for public use, funds from which go through our Town Meeting-approved revolving fund. The copier also can be used to scan documents at no charge.

COLLECTION

| Material | Adult FY13 | Adult FY19 | YA FY13 | YA FY19 | Children's FY13 | Children's FY19 | Total FY13 | Total FY19 |
|--|---------------|---------------|------------|------------|--------------------|--------------------|---------------|---------------|
| Books | 19,314 | 21,206 | 3,930 | 4,310 | 14,643 | 18,199 | 37,887 | 43,715 |
| Downloadable e-books* | 3,422 | 23,752 | - | 3,493 | - | 4,532 | 3,422 | 31,777 |
| Audios | 1,336 | 1,607 | 65 | 131 | 400 | 547 | 1,801 | 2,285 |
| Downloadable audiobooks* | 2,728 | 7,778 | - | 857 | - | 1,002 | 2,728 | 9,637 |
| Videos/DVDs | 1,126 | 1,538 | 0 | 0 | 719 | 614 | 1,845 | 5,152 |
| CD-ROMS & Video Games & launchpads | 172 | 55 | 34 | 55 | 67 | 24 | 273 | 134 |
| Kits | 7 | 7 | 0 | 1 | 38 | 42 | 45 | 50 |

* Downloadable e-books and audiobooks statistics were not previously broken down by age

CIRCULATION

| Material | Adult FY13 | Adult FY19 | YA FY13 | YA FY19 | Children's FY13 | Children's FY19 | Total FY13 | Total FY19 |
|------------------------------------|---------------|---------------|------------|------------|--------------------|--------------------|---------------|---------------|
| Books | 15,025 | 15,244 | 2,118 | 1,341 | 17,095 | 16,372 | 34,056 | 32,957 |
| Downloadable e-books* | 323 | 2,011 | - | 166 | - | 136 | 323 | 2,313 |
| Serials | 1,654 | 1,286 | 87 | 35 | 377 | 123 | 2,118 | 1,444 |
| Audios | 2,171 | 1,612 | 79 | 57 | 373 | 440 | 2,623 | 2,109 |
| Downloadable Audiobooks* | 665 | 1,363 | - | 150 | - | 252 | 665 | 1,765 |
| Videos/DVDs | 4,945 | 3,944 | 44 | 16 | 1,759 | 1,495 | 6,748 | 5,455 |
| CD-ROMS & Video Games | 117 | 5 | 244 | 60 | 70 | 190 | 431 | 255 |
| Museum passes | 245 | 365 | n/a | - | n/a | - | 245 | 365 |
| Equipment** | - | 94 | - | n/a | - | n/a | - | 94 |
| Usage of Electronic Collections*** | - | - | - | - | - | - | - | 8,678 |

* Downloadable e-books and audiobooks statistics were not previously broken down by age level

**Hotspots, USB drives, e-readers, therapy lamp

***Language learning software, music download and streaming service, databases, e-magazines. Data not collected previously.

MINIMUM STANDARDS FOR LIBRARY SERVICE

The Commonwealth of Massachusetts Regulations (CMR) 3.00 and 4.00 specify minimum standards and funding requirements for public libraries in the Commonwealth. Adherence to these is required in order to remain eligible for state grants. The program is administered by the Massachusetts Board of Library Commissioners (MBLC).

All libraries must meet the Municipal Appropriation Requirement (MAR). This stipulates that the Library budget must equal or exceed a figure of "at least the average of the last 3 years' municipal appropriations to the library for operations, increased by 2.5%."

For libraries serving communities with a population such as Rowley's the regulations are as outlined below. Full information on the CMR pertaining to libraries is available by searching online (<http://mblc.state.ma.us/>).

Libraries serving communities with populations between 5,000 and 9,999 must:

- Be open to all residents of the Commonwealth.
- Make no charge for normal library service.
- Be open a minimum of 25 hours per week, including some evening hours. **
- Employ trained library personnel, including a Chief Librarian who is a college graduate with special training in the basic library techniques.
- Expend a minimum of 19% of the library's total budget on library materials. **
- Lend books to other libraries in the Commonwealth and extend privileges to the holders of cards issued by other public libraries in the Commonwealth on a reciprocal basis.
- Provide the Board of Library Commissioners with an annual report.

These regulations specify minimum requirements, and Rowley Public Library exceeds these on several fronts. The Library is open 44 hours per week, including four evenings and four mornings year-round. The Director holds a master's degree in Library and Information Studies (MLIS). Current funding meets the Minimum Appropriation Requirement (MAR) and supports our present staffing and hours, but funding needs to increase in order to support our five-year plan.

** Request for flexibility: The Board of Library Commissioners allows for flexibility in the case of a library that is open more hours than required. For example, the Rowley Public Library is open more than 40 hours per week, although required to be open only 25. A municipality of 10,000+ persons is required to be open a minimum of 40 hours per week and must spend 16% of its total library budget on library materials. Because the Library meets the minimum hours per week of a larger municipality, the Director and Trustees can opt to meet that same 16% minimum spending instead of the 19% called for due to our population.

ROWLEY PUBLIC LIBRARY MISSION STATEMENT

Mission: The Rowley Public Library enables and encourages opportunities for personal and intellectual growth in all members of the community.

The Board of Trustees of the Rowley Public Library supports the American Library Association (ALA) Library Bill of Rights, is committed to providing services to all members of the community without discrimination, and endeavors to present all points of view on current and historical issues.

GOALS & OBJECTIVES

Goal 1: The Rowley Public Library is a welcoming community center that provides social, cultural, and educational experiences.

- Objective 1.1 The RPL will increase open hours.
- Objective 1.2 The RPL will provide opportunities to bring together diverse patrons to increase community feeling at the library.
- Objective 1.3 The RPL will continue to investigate and invest in assistive technologies.
- Objective 1.4 The RPL will maintain a pleasant and safe facility.
- Objective 1.5 The RPL will increase use of its garden and grounds.

Goal 2: The Rowley Public Library provides resources and materials to meet dynamic community interests and needs.

- Objective 2.1 The RPL will provide opportunities for educational expansion.
- Objective 2.2 The RPL will build out a “library of things.”
- Objective 2.3 The RPL will seek new virtual resources and promote their availability.
- Objective 2.4 The RPL will promote its “Hot Titles” and other offerings.

Goal 3: The Rowley Public Library builds community engagement by partnering with outside organizations

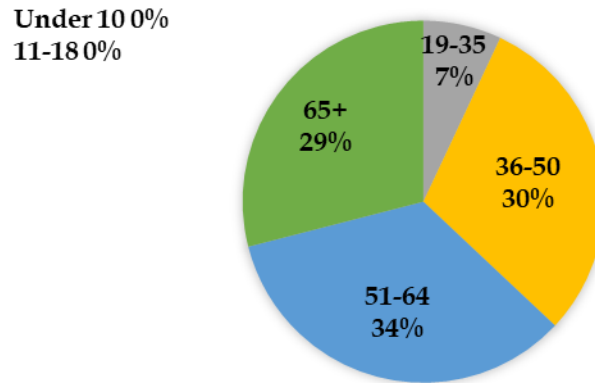
- Objective 3.1 The RPL will partner with local schools and home school cooperatives to anticipate projects or initiatives for which additional resources may be needed or available.
- Objective 3.2 The RPL will support new-to-town patrons by providing a brochure of library and community services.
- Objective 3.3 The RPL will partner with local organizations to provide joint programming

Goal 4: The Rowley Public Library empowers staff to maintain and expand their library-related education and skills in order to improve customer service and enhance programs.

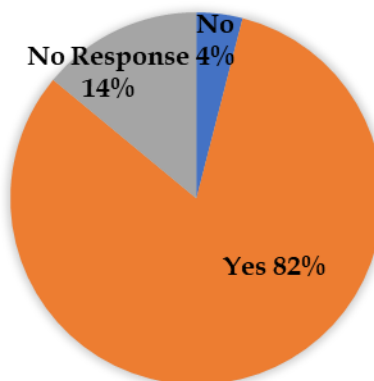
- Objective 4.1: The RPL will provide staff training and enrichment opportunities.
- Objective 4.2: The RPL will foster staff retention.
- Objective 4.3: The RPL will endeavor to provide an atmosphere in which staff finds work fulfilling.

TOWN-WIDE SURVEY RESULTS

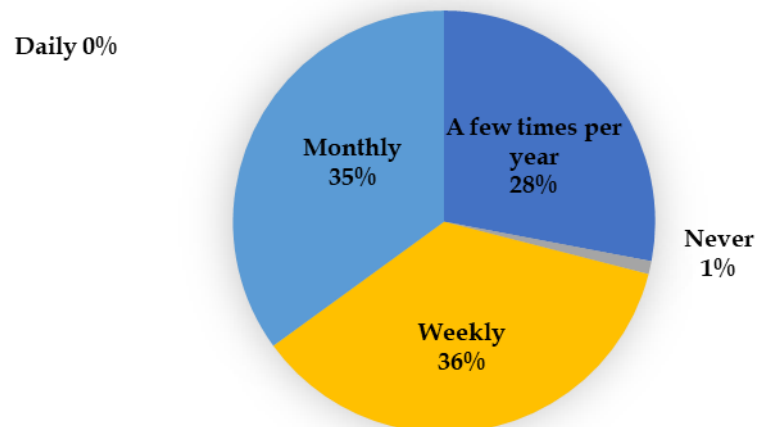
Which describes your age? (percent of response)



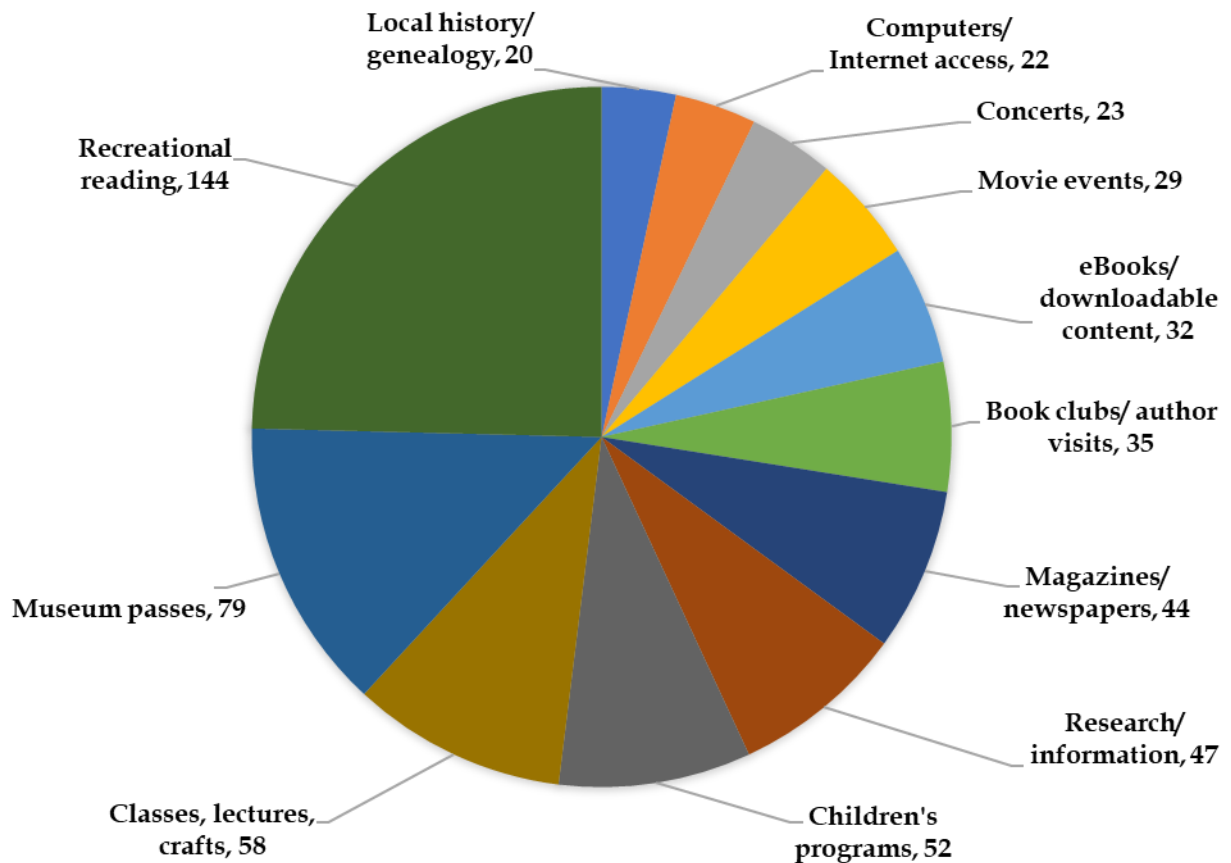
Are you a resident of Rowley? (percent of response)



How frequently do you visit the Rowley Public Library? (percent of response)



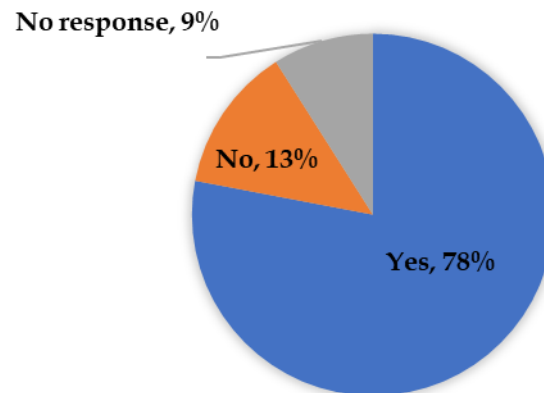
Which of the following offerings and events are you most interested in? (total response: individuals were able to select all that apply.)



The following options were selected fewer than 20 times:

- Hot spots
- Homework/studying
- Teen programs
- Streaming music
- Discovery Kits
- Language learning
- Tech device training
- Library of things (tools, musical instruments, baking pans, games, etc.)
- Other (included meeting room space, movies, computer help, and fax service)

Do the current library offerings meet all of your needs? (percent of response)



If not, what offerings would you like to see added to the Rowley Public Library? (List as many as you would like.)

- Adult programs (5)
- Teen programs (3)
- Children's programs (9)
- Library Materials (9).

How do you usually hear about the Rowley Public Library's offerings? (total of response)

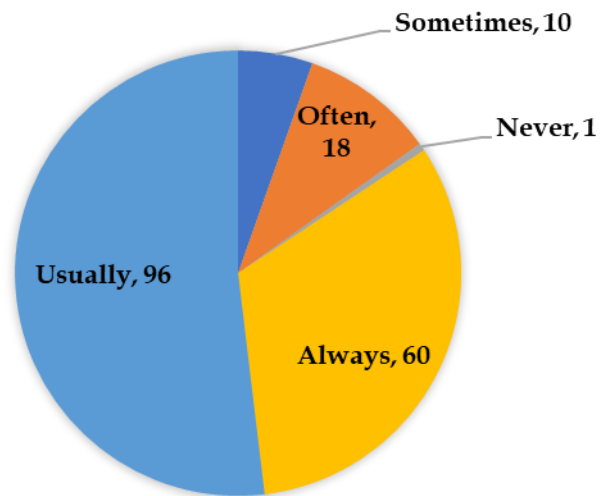
How would you prefer to hear about the Rowley Public Library's offerings? (total of response)

| | Usually hear via: | Prefer to hear via: |
|----------------------------------|-------------------|---------------------|
| Town of Rowley website | 14 | 15 |
| Rowley Community Media/ cable TV | 7 | 3 |
| Library's Facebook page | 49 | 57 |
| Library's website | 73 | 47 |
| Text | 2 | 5 |
| Newspaper | 34 | 14 |
| Visits to the library | 124 | 44 |
| Word of mouth | 56 | 15 |
| Email (DoDates, Wowbrary, etc.) | 72 | 65 |

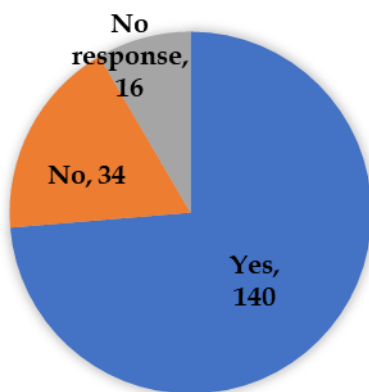
"Other" options mentioned included:

- Social media/Facebook (Rowley Talks, Rowley Mamas)
- e-Newsletters from PTA or Macaroni Kid
- Sandwich board on the sidewalk
- Inserts in electric/water bill.

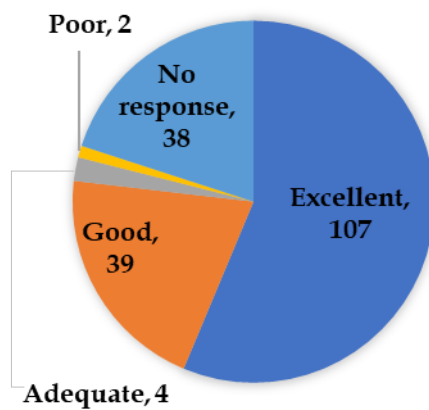
In recent library visits, describe how often you found what you were looking for: (total of response)



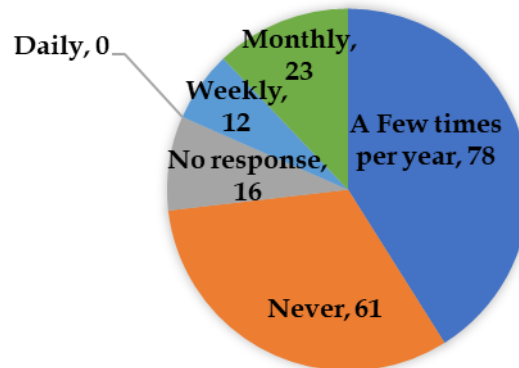
Have you asked the library staff for help using library resources? (total of response)



Please rate the assistance you received: (total of response)



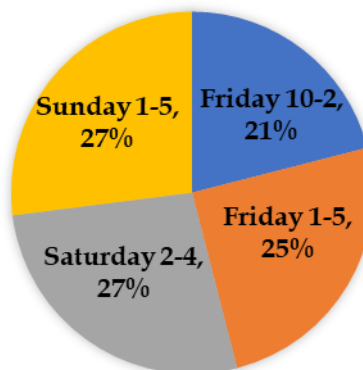
In the past year, how often have you visited libraries in other towns? (total of response)



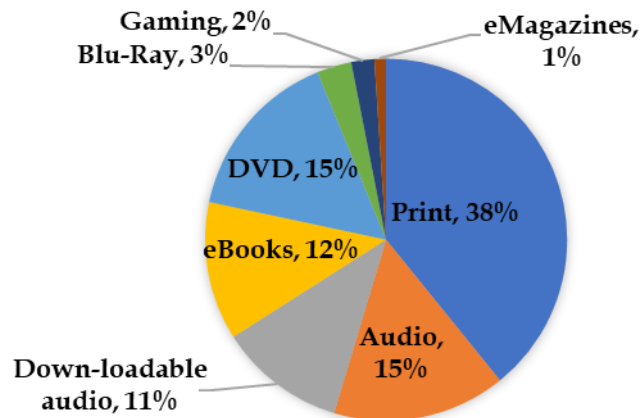
What are some reasons you visit other libraries?

- Different hours/ days open (7)
- Larger or “better” collection, materials (29)
- Location is more convenient (12)
- Just happened to be nearby and stopped in (14)
- Children’s programs (13)
- Research (3)

If the library could be open more hours, which time frame would you prefer? (percent of response)



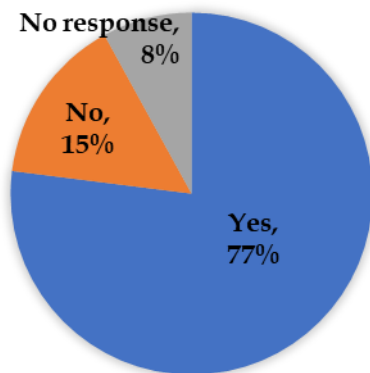
What formats are you interested in reading/listening to/viewing? (percent of response)



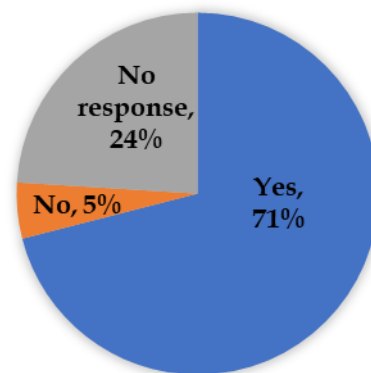
To help the RPL staff select appropriate materials, please tell us how you choose your reading materials: (total of response)

- Published reviews (16)
- Recommended by a friend (11)
- Browse in library (10)
- Amazon/Goodreads/blogs (7)
- Favorite author or topical interest (6)
- Bestsellers (4)
- Wowbrary (2)

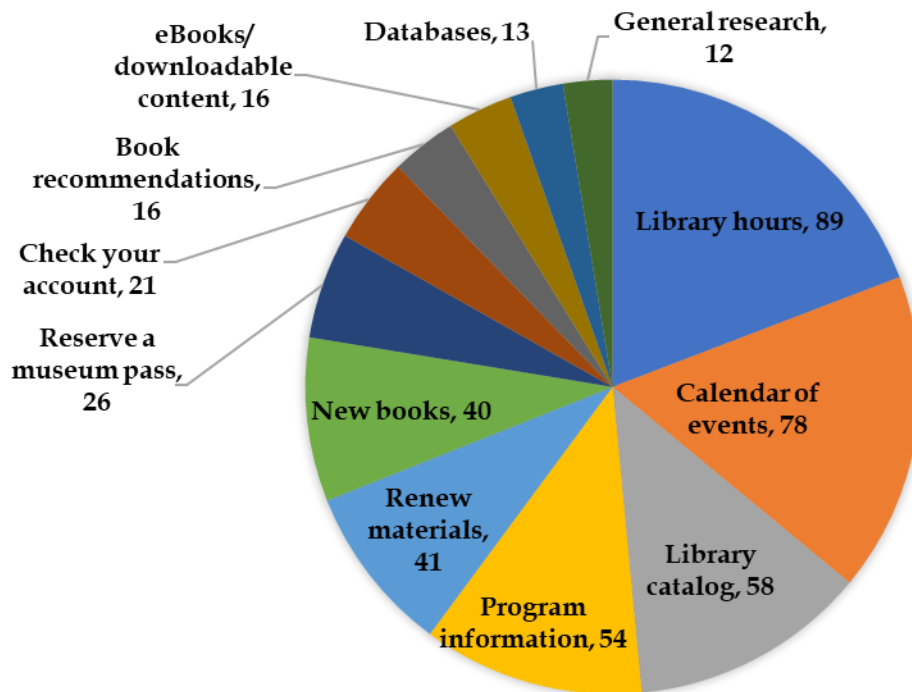
Have you visited the Rowley Public Library's website? (percent of response)



If so, were you able to find all the information you were looking for? (percent of response)



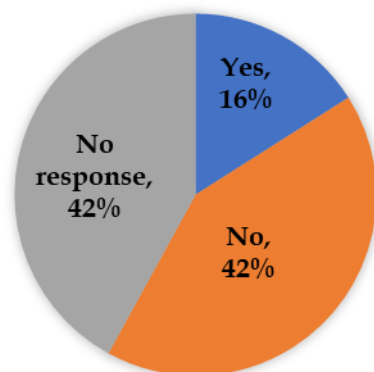
What was the reason for visiting Rowley Public Library's website? (total of response: individuals were able to select all that apply.)



Other answers included:

- Local history/genealogy
- Reserve a meeting room
- Register for a program
- Contact library staff or trustees
- Use online journals/newspapers
- Read a library policy
- Get directions to the library
- Find the library phone number
- Browse materials

Do you wish more library resources were available online? (percent of response)



What specific improvements would you like to see added to the library's website? (total of response)

- Easier access to catalog/patron accounts (4)
- No changes needed (3)
- Have more content (3)
- I don't use the website (2)
- Be able to reserve museum passes (2)
- General update needed (2)
- Make it mobile-friendly (1)

What could the library do to become a greater asset to the community? (total of response)

- You're doing great keep up the good work (18)
- Have more adult programs/classes/lectures (18)
- Expand open hours (11)
- Have more teen/children's programs (8)
- Collection suggestions (3)
- Make meeting rooms more accessible (2)
- Serve coffee (2)
- Improve customer service (2)

Are there any other helpful comments you wish to share?

- Good job/pleased with the service (12)
- Staff is helpful (9)
- Thank you for all you do (9)
- Use of meeting rooms should not be restricted (4)
- Customer service training is needed (2)
- Library is too loud (2)
- Better climate control needed
- Cleanliness is appreciated
- Kids program schedule is tough for working parents

FY2021-22 ACTION PLAN

As a means of reaching the goals and objectives outlined above, Trustees, the Director, and Library Staff chose specific actions for the first two years of the plan. In 2022 the committee will assess where they stand in relation to reaching these goals and create new action items to ensure that the Rowley Public Library continues to meet the needs of the community.

| Goal 1: The Rowley Public Library is a welcoming community center that provides social, cultural, and educational experiences. | | | |
|---|---|-------------------------------|-----------------------------|
| Objectives | Actions | Timeframe for Activity | By Whom |
| The RPL will increase open hours. | Survey the public for preferred hours | 2021 | Library Staff |
| | Investigate associated costs | 2021 | Library Director & Trustees |
| | Work with Personnel Advisory Committee (PAC) for adequate staff hours | 2021 | Library Director |
| | Present a proposal to Board of Selectmen (BOS) and Finance Committee (FinCom) | 2021 | Library Director & Trustees |
| The RPL will provide opportunities to bring together diverse patrons to increase community feeling at the library. | Host intergenerational programs | Ongoing | Library Staff |
| | Create clubs based on patron interests | Ongoing | Library Staff |
| | Strive to make programs inter-ability | Ongoing | Library Staff |
| | Seek funding sources | Ongoing | Library Staff |
| The RPL will continue to investigate and invest in assistive technologies. | Install a hearing assistive system in community rooms | 2021 | Library Staff |
| | Investigate incorporating sign language into programs/offer sign language instruction | 2021 | Library Staff |

| Objectives (Goal 1) | Actions | Timeframe for Activity | By Whom |
|---|---|---------------------------|-----------------------------------|
| | Evaluate website accessibility | 2021 | Library Director |
| | Stay apprised of developments in the field of accessibility | 2021 | Library Director & Staff |
| The RPL will maintain a pleasant and safe facility. | Research soundproofing for problem areas | 2021 | Library Director & Trustees |
| | Research meeting room reservation software for use by staff | 2021 | Library Staff |
| | Review signage as it contributes to patron ease of use | 2021 | Library Director & Staff |
| | Investigate future renovation or expansion | 2022 | Library Director & Trustees |
| | Work with Rowley Emergency Management Association (REMA) to become an emergency center | 2022 | Library Director & Trustees |
| | Increase staff coverage in Children's Room | 2021 | Library Director & Staff |
| | Provide a means for patron feedback | 2021 | Library Director & Staff |
| The RPL will increase use of its garden and grounds. | Develop outdoor reading area | 2022 | Library Director & Staff |
| | Explore outdoor programming options | Ongoing | Library Staff |
| | Continue to upkeep library grounds with organic maintenance plan | Ongoing | Library Staff & Friends |

Goal 2: The Rowley Public Library provides resources and materials to meet dynamic community interests and needs.

| Objectives | Actions | Timeframe for Activity | By Whom |
|---|--|-------------------------------|-----------------------------|
| The RPL will provide opportunities for educational expansion. | Seek patron and colleague input on programming interests | Ongoing | Library Staff |
| | Provide a range of cultural events | Ongoing | Library Staff |
| | Provide skill-based and DIY learning events | Ongoing | Library Staff |
| | Research “learn to learn” events such as study skills, discerning use of the Internet, research methods, etc | Ongoing | Library Staff |
| | Seek community resources to present tutorials | Ongoing | Library Staff |
| | Explore the current slate of grant opportunities managed by MBLC | 2021 | Library Director & Staff |
| The RPL will build out a “library of things.” | Seek patron and colleague input on popular items | Ongoing | Library Staff |
| | Consider on a case-by-case basis donations of items | Ongoing | Library Staff |
| | Formulate a policy for ongoing consideration of donations | 2021 | Library Director & Trustees |
| | Investigate eligibility to apply for MassDEP’s Reduce, Reuse, Repair grant program | 2021 | Library Director & Staff |

| Objectives (Goal 2) | Actions | Timeframe for Activity | By Whom |
|---|---|-----------------------------------|-----------------------------|
| The RPL will seek new virtual resources and promote their availability. | Investigate media streaming services | 2021 | Library Director & Staff |
| | Host trainings for staff and patrons to introduce & train on existing & new virtual resources | Ongoing | Library Director & Staff |
| | Promote and advertise through various media outlets | Ongoing | Library Director & Staff |
| | Evaluate usage and potential for continuation of individual virtual resources and keep apprised of additional resources | Ongoing | Library Director |
| | Participate in group purchasing options when possible | Ongoing | Library Director |
| The RPL will promote its “Hot Titles” and other offerings. | Awareness of services such as delivery, assistive devices | Ongoing | Library Staff |
| | Create promotional videos to play on website, social media | 2022 | Library Staff or Volunteers |
| | Continue to publish DoDates e-newsletter monthly | Ongoing | Library Director & Staff |
| | Keep abreast of changes and new opportunities in social media | Ongoing | Library Director & Staff |

Goal 3: The Rowley Public Library builds community engagement by partnering with outside organizations.

| Objectives | Actions | Timeframe for Activity | By Whom |
|---|---|------------------------|--------------------------|
| The RPL will partner with local schools and home school cooperatives to anticipate projects or initiatives for which additional resources may be needed or available. | Identify contact at each school responsible for communicating | Ongoing | Library Director & Staff |
| | Create method of cross marketing to increase library advertising and support school messaging | Ongoing | Library Director & Staff |
| | Investigate opportunity for a tutoring or homework club | 2022 | Library Staff |
| | Recruit community service volunteers | Ongoing | Library Staff |
| The RPL will support new-to-town patrons and patrons with newly issued library cards by providing a brochure of library and community services | Keep library brochures current | Ongoing | Library Staff |
| | Create a brochure of Town Departments and services | 2021 | Library Director & Staff |
| | Create library card sleeves with library information: hours, phone, address | 2021 | Library Director & Staff |
| The RPL will partner with local organizations to provide joint programming | Partner with Rowley Community Media to recruit volunteers and increase technical training | Ongoing | Library Staff |
| | Discuss opportunities for partnership with Council on Aging | 2021 | Library Director & Staff |

| Objectives (Goal 3) | Actions | Timeframe for Activity | By Whom |
|------------------------|--|---------------------------|--------------------------|
| | Develop a list of potential partners | 2021 | Library Director & Staff |
| | Invite local “celebrities” to participate in story time, Lego club, etc. | 2021 | Library Staff |
| | Partner with local government to increase civic engagement | 2021 | Library Director & Staff |

Goal 4: The Rowley Public Library empowers staff to maintain and expand their library-related education and skills in order to improve customer service and enhance programs

| Objectives | Actions | Timeframe for Activity | By Whom |
|---|---|---------------------------|------------------|
| The RPL will provide staff training and enrichment opportunities. | Encourage staff to make use of opportunities for staff training | Ongoing | Library Director |
| | Review and train staff annually on customer service | Ongoing | Library Director |
| | Monitor patron experience to identify training needs | Ongoing | Library Staff |
| | Share best practices at staff meetings | Ongoing | Library Staff |
| The RPL will foster staff retention. | Work with PAC to update job descriptions | 2021 | Library Director |
| | Work with PAC/BOS/FinCom to make department heads FT positions | 2021 | Library Director |
| | Identify opportunities for PT staff to increase hours | Ongoing | Library Director |

| Objectives (Goal 4) | Actions | Timeframe for Activity | By Whom |
|--|---|-----------------------------------|-----------------------------|
| The RPL will endeavor to provide an atmosphere in which staff finds work fulfilling. | Set personal staff goals and receive timely annual evaluations | Ongoing | Library Director & Staff |
| | Implement an employee milestone recognition program | 2021 | Library Director & Trustees |
| | Implement team building events for staff to help strengthen colleague interaction and communication | Ongoing | Library Director & Staff |