



# OPENING THE DOOR TO TOMORROW



**THE FRAMINGHAM PUBLIC LIBRARY SYSTEM**  
FY2014 - FY2018 Long-Range Plan





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COVER ILLUSTRATIONS: (Top) Main Library improvements, courtesy of Abacus Architects + Planners, (Bottom) The new McAuliffe Branch, courtesy of Finegold Alexander + Associates Inc.

## Acknowledgments

The Framingham Public Library System Administration and Board of Trustees appreciate the contributions of the members of the various Focus Group Sessions. In addition, the Administration and Trustees thank all of the respondents who completed the online survey.

## Introduction

The Framingham Public Library System Long-Range Plan 2011-2013 was based on the very ambitious three-year plan developed in 2008. The Library Administration is pleased to report that many of the objectives for the goals of the 2011-2013 Long-Range Plan have been achieved. Each of the following boldface words or phrases below are the ones used to define the 2011-2013 Long-Range Plan goals. Following each boldface goal is a specification of the objectives achieved during 2011-2013 for those goals.

- **COLLABORATION:** The Library established regular communication between the Framingham Public Library and groups such as Nobscot Neighbors, Friends of Saxonville, and Pheasant Hill Neighbors. The Library works with the Friends of the Framingham Library, the START Partnership (organizations include Amazing Things Arts Center, Danforth Museum of Art, Framingham History Center, Garden in the Woods, and Performing Arts Center of MetroWest), Early Childhood Alliance of Framingham (ECAAF), and Framingham State University to co-sponsor programming, and to develop partnership opportunities for fund raising and grant writing with area organizations.
- **CUSTOMER SERVICE:** The Library added Customer Service to Library Goals in the 2011-2013 Plan to emphasize the importance of enhancing services to the community through providing a welcoming and helpful environment for its patrons. The Library staff has received training on ways to provide personalized services and current approaches for helping patrons with special needs. The Library plans to continue to improve customer services for patrons of all ages.
- **EDUCATION, SERVICES, AND PROGRAMS:** The Library provides a variety of quality programming at the Main Library each month. In addition, both libraries host ongoing book groups and children's activities.
- **EMERGING TRENDS AND TECHNOLOGY:** The Library is faced with rapidly changing technology and the need to be sure Library staff has the skills to meet patron needs. The Library uses the Minuteman Library Network Staff Portal and technology courses offered through the Regional Library System, the Minuteman Library System, and webinars to expand staff skills. The Library has begun the implementation of Radio Frequency Identification (RFID) technology. RFID implementation will be completed during implementation of the FY2014-FY2018 Long-Range Plan.
- **FACILITIES:** In 2011, the Library applied for and was awarded \$4,186,560 from the MBLC for the McAuliffe Branch Construction Project. On May 1, 2013, Town Meeting members voted 149 to 1 in support of funding the project. The new facility will open by early 2016. At the same time, the Library continues to enhance the infrastructure of the Main Library and reconsider space use for changing library services. Main Library infrastructure improvements underway include the redesign and construction of the Lexington Street entrance and ramp for improved accessibility and the removal of the parking garage and construction of the new parking lot.
- **FINANCIAL DEVELOPMENT:** The Library completed the 501(c)(3) process and established a Framingham Public Library Foundation for the purpose of formalizing a Library gifting program and developing a fundraising plan. A number of successful events have been held with funds raised going toward the McAuliffe Branch pledge of \$600,000.
- **GOVERNANCE:** The Library Administration and Board of Trustees continue to review and update Library policies and procedures.
- **MARKETING:** The Library continues to provide an email (as well as print) newsletter and email alerts of upcoming Library events. The Library uses a variety of social networking tools such as Facebook and Twitter as well as a website and printed materials to inform the public about Library news, activities, and resources. There is excellent coverage of Library events and news in the *Framingham Patch*, *MetroWest Daily News*, and *Framingham Tab*. The Library continues to market the Framingham Public Library as the community's library.





Rendering of the new McAuliffe Branch

Courtesy of Finegold Alexander + Associates Inc.

## The Town of Framingham, Massachusetts

The Town of Framingham, with a population of approximately 68,000, is located mid-way between Boston and Worcester and is the hub of the MetroWest region. Framingham offers a unique blend of urban and rural qualities. The busy retail area along Route 9 lies close to quiet residential areas and the town common. The historic strengths of the town have been its location, its schools, and its people. From its founding in 1700, Framingham has supported a variety of industries.

Framingham was incorporated as a town in 1700. Today the government consists of a Town Manager, a Board of Selectmen, and a Representative Town Meeting. The major town employers are primarily non-manufacturing, including medical, retail, educational, office, and biotechnical activities. Framingham offers recreational activities of all sorts for its residents, from the many organized team sports leagues to the Amazing Things Arts Center to the nationally renowned Garden in the Woods.

## The Framingham Public Library System

The Framingham Public Library System is comprised of the Lexington Street Main Library, which opened in 1979, and the Saxonville Branch Library, which opened in March 1963.

The Saxonville Branch Library was named after the teacher/astronaut Christa McAuliffe in 1987. The McAuliffe Branch provides residents of the north side of Framingham with easy access to high-demand popular materials and practical information. It also has a special role in serving the needs of those who have difficulty in traveling to the Main Library, children and the elderly in particular. The McAuliffe Branch is the second busiest of more than 100 branch libraries in Massachusetts. In fiscal 2012, 242,532 items were borrowed from the 5,800-square-foot facility.

The Framingham Public Library first applied for a construction grant in the *Massachusetts Public Library Construction Program Application, Construction and Addition/Renovation Grant 2000/2001 Round* in January 2001. Unfortunately the effort to build a new branch facility to replace the 1963 facility was voted down at Town Meeting in 2004, in spite of a successful grant application

that awarded \$1.6 million to the Town (which therefore could not be used). The current popularity of the McAuliffe Branch resulted in the Library administration applying successfully for grant funding in the *Massachusetts Public Library Construction Program Application, 2010-2011 Construction Grant Round* in January 2011. Town meeting voted 149-1 at the May 1, 2013 special Town Meeting to fund the Town's part of the construction costs. The new McAuliffe Branch Library will open in Spring 2016 with 17,000 square feet at a new site at 746 Water Street.

Most of the Library System's programming for adults and YA/Teens is provided at the Main Library. In fiscal 2012 there were 287 programs with 8,538 attendees. As indicated elsewhere in this document, technology access is very important. In fiscal 2012 the Framingham Public Library increased the number of public computers from 42 to 58. All but four of the computers are located at the Main Library. Since 1987, the Library's Literacy Unlimited program has provided free tutoring to adults in basic literacy and English for Speakers of Other Languages (ESOL). Children's programming is popular at both facilities, but most of the children's programming occurs at the Main Library. In fiscal 2012 there were 497 children's programs at both facilities, with 11,994 children attending. Approximately 77.5% of the 309,000-plus



holdings of the Library System are housed at the Main Library. However, materials can be sent easily from the Main Library to the McAuliffe Branch on request.

Since 1950, the Friends of the Framingham Library have supported the mission and programs of the Library. This dedicated group of volunteers manages 10 book sales each year, and maintains an ongoing bookstore during Library hours. With the money they raise, the Friends have purchased media and museum passes, funded programs, supported the new McAuliffe Branch, and much more.

## PHILOSOPHY OF SERVICE

The Framingham Public Library System has a long history of providing service to the diverse greater Framingham community. The Framingham Public Library System seeks new users through outreach, programming, and publicity efforts. Reaching out to the community in a number of different ways, staff members represent the Library at many community events, including fairs and festivals and school and parenting programs. Brochures, flyers, and the monthly newsletter *Look Here First* are distributed routinely to many area organizations and businesses. The Library's home-bound program provides delivery of books, audio books, large print books, and CDs to homebound Framingham residents with a valid library card. The Library's very popular website is provided in English, Portuguese, and Spanish.

The number of residents reached through programs and services, and collaborations with local businesses and organizations, cultural institutions, and community educational facilities continues to grow. The Library has been a sustaining partner in the START Partnership and active in the downtown Cultural Triangle. The Library has partnered with the Framingham Public Schools, Early Childhood Alliance of Framingham, Framingham History Center, Callahan Senior Center, Framingham State University, and the Framingham Town-wide PTO.

Framingham Reads Together (FRT) started in 2009 and has been hugely successful in providing a number of collaborative community events. An extensive series of related programs supplements each FRT author event. The Framingham Library System participates in the statewide summer reading program, an activity popular for all ages at both the Main Library and McAuliffe Branch. The Library receives generous support from the Friends of the Framingham Library and local businesses for its programs, such as Friday films, Sunday concerts, and lectures. In addition to programming, the Friends of the Library provide supplementary funds for materials, museum and park passes, and other items and services.

The Library receives grants from a number of organizations, including the Framingham Rotary Club, Massachusetts Cultural Council, Community Development and Block Grant program, the CARLISLE Foundation, Sudbury Foundation, and the Massachusetts Board of Library Commissioners. Grants allow the Library to expand services beyond what can be provided through municipal funding. From 2010-2013 the Framingham Public Library System received 32 grants.

# Goals, Objectives, and Activities

The following Goals, Objectives, and Activities were developed using the Assessment of User Needs. The Assessment of User Needs is information gathered through the Trustees' Strengths, Opportunities, Aspirations, and Results (S.O.A.R.) analysis, statements from the five Focus Group sessions, and 551 responses to the online survey. The Library Administration established two broad goal categories for the Library System: Service Goals and Management Goals. Service Goals include the priorities of Early Learning, Lifelong Learning, and Customer Service. Management Goals include the priorities of Community Partnerships, Collections, Technology, Library Services Evaluation, Marketing, Physical Plants, Financial Development, and Governance.

## SERVICE GOALS

### *Early Learning*

#### **GOAL 1: Provide children with materials and programs that encourage intellectual curiosity and a love of reading.**

OBJECTIVE 1A: Provide a minimum of one hundred programs (storytime sessions, craft programs, or family programs) annually at each Library.

Activity: Count the number of programs each year.

Activity: Develop programs based on the MBLC-provided "Race to the Top," early learning challenge grant materials.

Activity: Provide books to young children through various reading outreach initiatives including the Reading Is Fundamental program.

OBJECTIVE 1B: Increase yearly attendance at early literacy programming by two percent of the preschool population by FY2015 at each Library.

Activity: Use FY2014 documented annual attendance at early literacy programming as a base.

Activity: Provide bilingual Portuguese language storytime by the second half of FY2014. (Ongoing)

Activity: Provide bilingual Spanish language storytime by the second half of FY2015. (Ongoing)

Activity: Continue to provide early literacy apps for iPads at Main Library and expand iPad early literacy program to McAuliffe Branch.

Activity: Continue the partnerships with other early literacy groups such as Early Childhood Alliance of Framingham (ECAAF) or physicians' offices to provide early literacy programs.

OBJECTIVE 1C: Increase yearly circulation of preschool collection by two percent by FY2015 at each Library.

Activity: Use FY2014 documented circulation of preschool collection as a base.

Activity: Purchase storytime collection (both print and other educational) materials with special focus on 6-24 months of age materials.

Activity: By FY2014 determine which titles in the collection meet Framingham Public Schools' definition of a "Concept Book" (books about numbers, colors, or shapes) to support and supplement the school curriculum.

Activity: Purchase board books with a special focus on 6-24 months of age.

Activity: Expand the materials available for preschoolers on the Framingham Public Library website as a tool for book selection for parents and caregivers.

Activity: Replace some of the picture book area furniture with more family-friendly furniture that encourages parents and children to spend time in the Library reading together.

OBJECTIVE 1D: By FY2016 increase participation by children from birth through kindergarten in the Summer Reading Program by five percent system-wide.

Activity: Provide two Summer Reading Programs simultaneously – one as a "Read to Me" program, the other as an "Independent Reading" program, with appropriate incentives for each.

Activity: Through promotion and one-on-one conversation, encourage Library users with young infants to register for the Summer Reading Program, providing them with a tip sheet on literacy activities for their families.

Activity: Hire performers for the Children's Summer Reading Program catering specifically to the preschool population.

Activity: Count the number of participants from birth through kindergarten in the SRP at the end of FY2015 to determine base.

Activity: At the end of FY2016 count the number of participants from birth through kindergarten in the SRP.

OBJECTIVE 1E: Increase the number of off-site storytime locations to a minimum of five.

Activity: Count the number of storytime locations each year.

Activity: Work with partners such as ECAF and daycare centers to establish regularly scheduled visits for reading to groups.

Activity: By FY2018 investigate the potential purchase of a van or bookmobile that could be used for site visits at daycare centers to provide access to pre-school collections and storytimes.

OBJECTIVE 1F: Evaluate whether or not to implement an Early Literacy Station for the Children's Department and Early Literacy Passports (computer plug-ins that are pre-loaded with literacy/educational content for use with a home computer) for circulation to the public by FY2015.

Activity: Staff contacts libraries using Early Literacy Stations and Early Literacy Passports for value to users.

Activity: Have vendor provide sample Early Literacy Passports to experiment with use.

Activity: If there is positive feedback from Library patrons using the Early Literacy Passports, purchase and make available for circulation at each Library.

OBJECTIVE 1G: Develop and implement new program ideas for school-aged children system-wide.

Activity: Re-brand the Children's Program Committee as Family Advisory Board (FAB). (FY2014)

Activity: Continue to provide popular programs including Book Discussion Groups, Book Bingo, FPL Adventure Club, Dads and Donuts, and Lego Club. (Ongoing)

Activity: Determine parents preferred scheduling for children's programs, e.g., early release days, weekends, and evenings.

Activity: Continue Framingham Reads Together for kids, including complementary titles and programs.

Activity: Provide books to children through various reading outreach initiatives including Hoops and Homework.

**GOAL 2: Young adult/teen residents, grades 6-12, will have access to a YA/teen space, a collection of current and popular materials, and programs that enhance leisure time, stimulate thought, and expand knowledge.**

OBJECTIVE 2A: Each year of the Plan, offer a minimum of 10 YA/teen programs at the Main Library, and a minimum of 6 YA/teen programs at McAuliffe as of FY2016. (Ongoing)

Activity: Count the number of programs each year.

Activity: YA Librarian and Teen Advisors plan programs and evaluate the success of the programs.

OBJECTIVE 2B: With the assistance of Teen Advisors, develop plans for a gaming center at the Main Library. (FY2015)

Activity: Teen Advisors will identify popular equipment desired for the gaming center.

Activity: Teen Advisors will identify popular games, both educational and recreational, for purchase for the gaming center.

Activity: Teen Advisors with input from YA Librarian develop gaming center guidelines.

*Lifelong Learning*

**GOAL 3: The Framingham Public Library will serve the lifelong learning and information needs of the Framingham community through Library programs, services, and resources.**

OBJECTIVE 3A: Continue to offer a minimum of 250 adult programs each year including concerts, films, lifelong learning topics, health and wellness, financial, S.T.E.M., arts/crafts at the Main Library, and a minimum of 50 adult programs each year at the McAuliffe Branch.

Activity: Count the number of adult programs offered each year.

Activity: Sponsor or co-sponsor a "Framingham Reads Together" program, organizing discussions and programs throughout Town on a chosen title. (FY 2016)

OBJECTIVE 3B: By FY2015, offer at least ten programs of special interest to older adults (65+), with an average attendance of 15, at the Framingham Public Library or at the Callahan Senior Center.

Activity: Count the number of programs each year.

Activity: Count the number of attendees for each program.

OBJECTIVE 3C: The Library will offer a minimum of eight book discussion groups for adult readers each year of the Plan at both the Main Library and the McAuliffe Branch Library.

Activity: Count the number of programs each year.



## *Customer Service*

### **GOAL 4: The Framingham Public Library will provide a welcoming and helpful environment for its patrons.**

OBJECTIVE 4A: Develop and implement written customer service policies for the purpose of clarifying Framingham Public Library values related to customer service by FY2015. (also see Governance)

Activity: Appoint a team of staff members from the Main Library and the McAuliffe Branch to ascertain patron needs. (FY2014)

Activity: Customer Service Team writes draft policies.

Activity: Trustees and Library Administration approve policies.

Activity: Implement customer service policy.

Activity: Provide a minimum of one customer service training session for all staff each year of the plan.

OBJECTIVE 4B: Use social media to communicate with Library users about Library policies and services.

Activity: Inform Library patrons about Library policies newly added to the website through Twitter and/or Facebook.

OBJECTIVE 4C: Using a suggestion/comment box on the Framingham Public Library's website, staff identifies opportunities for improving Library customer service, and Library Administration responds to questions or comments within two days.

Activity: Build and implement a suggestion/comment box.

Activity: Framingham Public Library patrons ask questions or offer comments.

Activity: Library Administration answers questions or comments and posts to website.

## MANAGEMENT GOALS

### *Community Partnerships*

### **GOAL 5: The Framingham Public Library will continue to develop and strengthen partnerships with government entities, community organizations, local businesses, and educational institutions for mutual benefit.**

OBJECTIVE 5A: Develop functional relationships with existing and potential community partners to solve problems in areas of mutual interest.

Activity: Join the Chamber of Commerce. FY2014.

Activity: Develop a list of potential new partners. FY2014.

Activity: Develop a list of potential projects to work on with new partners.

Activity: By FY2016 implement a minimum of one project.

OBJECTIVE 5B: Continue to collaborate with Framingham School Administrators, Teachers, and PTOs on behalf of students' academic success.

Activity: Meet with school faculty each year to identify and implement strategies for supporting the curriculum.

Activity: Reference and YA staff meet each year with Framingham school media specialists and teachers to compare collections and ensure that Framingham Public Library staff has the training and materials to support students in their formal learning assignments.

Activity: Continue annual collaborative partnership with Framingham Education Foundation (for example, provide shared author visits, with 6 at Framingham Public Library and 6 in the schools).

Activity: As possible, advertise events using school newsletters and school websites.

Activity: Continue to provide links to the Summer Reading Lists on the Framingham Public Library website.

Activity: Continue to provide copies of the books on the Summer Reading Lists at both Libraries.





## *Collections*

**GOAL 6: The Framingham Public Library will continue to acquire, maintain, and share collections that are of interest to patrons.**

OBJECTIVE 6A: Under the direction of Library Administration, staff will create and implement a spending plan to add new items to the collections by the end of FY2014.

Activity: Staff, applying information from MLN materials use reports and collection management software, will identify and promptly make available new items.

Activity: Staff specifies new items to be added.

Activity: New items are added to the collections annually.

OBJECTIVE 6B: Continue to remove worn, obsolete, or rarely used materials from the collections by the end of FY2014.

OBJECTIVE 6C: Each year of the plan the Library system will increase public use of digital content (eBooks, downloadable audiobooks, downloadable music, and/or streaming video) by a total of 10%.

Activity: Develop baseline for these collection numbers and compare the base and actual numbers annually.

Activity: Increase Framingham Public Library subscriptions of digital content in all material types.

Activity: Provide a minimum of 500 additional titles for Framingham Public Library card holders including foreign language eBook titles through participation in the Overdrive-Advantage program each year.

Activity: Investigate and implement alternative delivery methods for music and movies (e.g., streaming) to meet the needs of Library users with an interest in electronic materials.

## *Technology*

### **GOAL 7: The Framingham Public Library will continue to provide patrons and staff with up-to-date technology resources and training.**

OBJECTIVE 7A: Provide one-on-one and group training opportunities for patrons.

Activity: Continue in-person training for patron use of patron-owned devices (e.g., eReaders, iPods, tablets, and smartphones).

Activity: Continue in-person training on the MLN app.

Activity: Continue in-person training for using the Creation Station.

Activity: Staff will develop two group-training sessions (e.g., LinkedIn, Excel, Photoshop, etc.) each year of the Plan, starting in FY2015.

OBJECTIVE 7B: To investigate providing “makerspace” facilities (as defined by Wikipedia, “a makerspace is a community-operated workspace where people with common interests, often in computers, technology, science, digital art, or electronic art, can meet, socialize, and/or collaborate”) at the Framingham Public Library.

Activity: Work with the Framingham Makerspace Group to identify required technology.

Activity: Develop policy for Makerspace facilities.

Activity: Investigate and, if feasible, purchase a 3-D printer and/or other Makerspace resources. (FY2015)

OBJECTIVE 7C: Provide at least one technology workshop to 90% or more of staff annually to enable staff to assist Library patrons with new technologies.

Activity: Count the number of staff attending technology workshops annually.

OBJECTIVE 7D: Regularly ask staff what they need to better assist Library patrons with new technologies.

Activity: Management assesses and takes action based on the comments of the staff.

## *Library Services Evaluation*

### **GOAL 8: The Framingham Public Library will continue to evaluate Library services.**

OBJECTIVE 8A: Create a data collection unit responsible for all data collection functions and surveys tabulated for each Library.

Activity: Assemble a team to define information users and their information needs. (FY2014)

Activity: Data Collection Team plans and implements data collection and dissemination.

OBJECTIVE 8B: Develop and implement an annual survey of Library patrons.

Activity: Using the FY2014 Long-Range Plan online survey as a base, Trustees and Library Administration will identify additional questions and/or deletions from the survey questions.

Activity: Use the base questions each year, adding new questions only as needed for new services.

Activity: Evaluate changes in customer satisfaction through annual surveys.

OBJECTIVE 8C: Starting in FY2016 at least 50% of respondents to an annual online survey will indicate that they learned about Library resources either through social media such as Facebook and Twitter or the Framingham Public Library website.

Activity: Using base data, determine whether 50% target is met.

OBJECTIVE 8D: Starting in FY2016 at least 50% of respondents to the annual online survey will indicate that Library technology helps them meet their information needs.

Activity: Using base data, determine whether 50% target is met.

OBJECTIVE 8E: Starting in FY2016 at least 75% of respondents to the annual online survey will indicate that they are aware of Library services and programs marketed through social media.

Activity: Using base data, determine whether 75% target is met.

OBJECTIVE 8F: In the annual online survey at least 75% of online survey respondents will say they are satisfied with the extent to which Framingham Public Library’s collection of materials is up-to-date.

Activity: Using base data, determine whether 75% target is met.

OBJECTIVE 8G: From FY2015 to FY2018 the Library will show at least a 5% increase in circulation of materials purchased for school-aged children at each Library.

Activity: Determine baseline circulation of materials purchased for school-aged children at end of FY2014 and compare circulation numbers to determine if the target is met.

OBJECTIVE 8H: From FY2015 to FY2018 the Library will show at least a 5% increase in circulation of materials purchased for YA/teens at each Library.

Activity: Determine baseline circulation of materials purchased for YA/teens at end of FY2014 and compare circulation numbers to determine if the target is met.

## *Marketing*

### **GOAL 9: The Framingham Public Library will promote Library goals, resources, services, programs, and activities to the greater Framingham community.**

OBJECTIVE 9A: Develop and implement a formal marketing plan to promote Framingham Public Library programs and services by the end of FY2014.

Activity: Staff creates a list of potential marketing activities.

Activity: Staff develops a plan based on the list of potential marketing activities.

OBJECTIVE 9B: Increase number of times the public connects with Framingham Public Library social media for YA/teen and adult services.

Activity: Determine baseline connections with social media by the end of FY2014.

Activity: Compare baseline with social media connections each year of the plan.

OBJECTIVE 9C: Library staff will provide a minimum of 10 updates per month to social media offered to YA/teen and adult library patrons.

Activity: Provide tweets at least weekly about a feature of an online database, changing the online database featured in the tweet at a minimum bi-monthly.

Activity: Library staff will continue to provide easy-to-use links to online databases from the Framingham Public Library website with updates provided on Facebook and Twitter.

Activity: Use Facebook, Twitter, and FramGov to market the online catalog as a way for people to gain access to Library materials.

Activity: Library staff will provide updates on Facebook about an online database at least monthly.

Activity: Count the number of staff updates per month.

Activity: Count the number of user contacts per month.

OBJECTIVE 9D: Library staff will provide updates to the Library's website targeted at YA/teen and adult Library services a minimum of 10 times a month.

Activity: Staff will encourage people through training sessions and/or social networking tools to use the Library's website as an important portal for conducting research online.

Activity: Promote the MLN App for the catalog through the Framingham Public Library website.

Activity: Continue to provide easy-to-use links to online databases on the Framingham Public Library website.

Activity: Teen Library users will provide book reviews for the Framingham Public Library online review site of Young Adult/teen books.

Activity: Count the number of staff updates per month.

Activity: Count the number of website hits per month.

OBJECTIVE 9E: Library staff will provide updates to social media targeted at children's services a minimum of 10 times per month.

Activity: Provide Constant Contact emails for children's programming. (FY2014-ongoing)

Activity: Continue to develop Kids Facebook page with a minimum of 3 postings per week.

Activity: Continue to develop Twitter use with a minimum of 3 tweets per week.

Activity: Upgrade the Kids page of the website with interactive tools for children.

Activity: Count the number of contacts and/or updates per month.



## *Physical Plants*

**GOAL 10: The Framingham Public Library will ensure that the Library System's physical plants meet the needs of the community in coming years.**

OBJECTIVE 10A: Open the new McAuliffe Branch Library by Spring 2016.

OBJECTIVE 10B: Complete work on the Lexington Street entrance and parking area to increase accessibility and safety. (FY2014)

OBJECTIVE 10C: Complete work on the Pearl Street entrance to increase accessibility and safety not later than FY2016.

OBJECTIVE 10D: Develop renovation plans for specific areas of the Main Library interior to increase efficiency and improve customer service.

Activity: Hire a building consultant to write a Library Building Program that addresses plans for specific areas of the Main Library for a phased-in renovation plan. (FY2014)

Activity: In conjunction with Framingham Capital Buildings Project Manager, prepare and submit a plan to add Main Library renovations to the 5-Year Capital Plan for the Town of Framingham. (FY2016-ongoing)

OBJECTIVE 10E: Continue implementation of RFID. (Ongoing)

Activity: Install new security to complement RFID by FY2015.

Activity: Have self-checkout stations in place at the opening of the McAuliffe Branch Library. (Spring 2016)

Activity: Have self-checkout stations in place at the Main Library by FY2017.

## *Financial Development*

**GOAL 11: The Framingham Public Library will continue to explore traditional and new ways to provide the fiscal stability and resources necessary to achieve long-range goals in an evolving financial climate.**

OBJECTIVE 11A: Work with the Friends of the Framingham Library, the Framingham Public Library Foundation, and other affiliated groups and funding sources to raise necessary monies.

OBJECTIVE 11B: Maintain a high level of Board of Trustee oversight of Trust Funds. (FY2014-ongoing)

Activity: Annually review the effectiveness of the fund manager and the investment advisor.

Activity: Continue providing Trustees with quarterly Trust Fund updates.

## *Governance*

**GOAL 12: The Board of Trustees continues to oversee the operation of the Framingham Public Library System and, with Framingham Public Library Administration, ensures that the Library's policies reflect current standards, regulations, and practices.**

OBJECTIVE 12A: Update Library policies to reflect current needs and practices at the Main Library and the new McAuliffe Branch Library and make policies available to the public by FY2015.

Activity: Create a master calendar of recurring Board activities and events (e.g., director's evaluation, investment review, policy reviews, bylaw reviews, visits by town officials, and committees). (FY2014-ongoing)

OBJECTIVE 12B: Review and update the Framingham Public Library System Bylaws as necessary.

Activity: Appoint a sub-committee of the Board of Trustees to review Bylaws. (FY2015)

Activity: Complete update of Bylaws as identified through review. (FY2016)

OBJECTIVE 12C: Ensure that the Board of Trustees is performing at a high level.

Activity: Investigate instruments and materials available for measurement of Board performance. (FY2015)

Activity: The Board reviews available measurement criteria and tools for self-evaluation and selects the best criteria and tools. (FY2015)

Activity: The Board implements an annual self-evaluation. (FY2016-ongoing)

# Framingham Public Library Planning Process

## LIBRARY PLANNING

The Framingham Public Library System has a lengthy history with long-range planning. The most recent effort resulted in a plan for 2011-2013 that covered services at both the Main Library and the McAuliffe Branch. In June 2010, 20 residents participated in two informal Forums, one held in each facility. An online community survey was conducted in the late spring of 2010 with over 230 responses. The Library Administration developed goals and objectives based on those responses plus the extensive community research done in 2006 for the 2008-2010 Long-Range Plan.

The 2006 planning activities helped the planning committee identify the following Goals: Emerging Trends and Technologies, Marketing, Education Services and Programs, Facilities, Collaboration, Governance, and Financial Development. These Goals were updated during 2010 when the Trustees added Customer Service as a Goal.

The Framingham Board of Selectmen in 2011 developed a new Town Vision Statement in which the Library system is identified as a high priority for the Town. The Town's Vision Statement was completed in time to incorporate it into the Framingham Public Library 2011-2013 Long-Range Plan.

The importance of the McAuliffe Branch project for town-wide library service meant that strategically time and effort was well spent getting approval from Town Meeting for the project. During the new planning process the technology objectives that could not be implemented in 2011-2013 will be carried forward in the FY2014-FY2018 Long-Range Plan.

Framingham's Town Manager is undertaking strategic planning at the department level concurrently with the Framingham Public Library System long-range planning process. It is likely that some town-wide goals will have an impact on Framingham Public Library service. The Library Director is participating in both the Library's long-range planning and the town-wide strategic planning. As town-wide goals, objectives, and activities become available, the Board of Trustees and Library Administrators will align the Framingham Public Library System's Long-Range Plan with those goals, objectives, and activities so that they strategically fit.

## LIBRARY MISSION STATEMENT

As specified in the Framingham Public Library Long-Range Plan 2011-2013, the Long-Range Planning Committee voted for the following mission statement:

*The FPL provides an open, unbiased environment and upholds the public's right of equal access to information and services.*

*We encourage and contribute to the civic, intellectual, and cultural pursuits of the community. Through guidance, resources, and programs, we meet the diverse needs of individuals and groups using traditional and innovative technologies. The Library provides a friendly, physical environment that serves as a community meeting place, encouraging curiosity, free inquiry, and lifelong learning.*

*As a vital community asset, we recognize our responsibility to actively and broadly promote awareness of the Library's resources and services.*

Fulfillment of the Framingham Public Library System's mission and the Town's Vision Statement is contingent upon supplying the needed library materials and making the materials readily accessible to all residents regardless of physical disability, age, or educational level. Factors such as budget constraints, staffing, characteristics of the physical facility, and the changing demands of a diverse population make the challenge of fulfilling the mission more difficult than in the days when the library provided only books and magazines. In today's changing society, technology and competition for jobs require community resources that equip the residents to develop their greatest potential. The staff and Trustees of the Framingham Public Library System have developed a plan of service with realistic goals and objectives to assist them in meeting residents' library needs. The Framingham Public Library System Planning Process was an extensive action in which Library Administration, staff, Trustees, and Framingham community members determined the Library's priorities for this 5-Year Plan. This document is the result of the planning process.



## LONG-RANGE PLAN SUB-COMMITTEE

Elizabeth Fideler, Chair, Board of Trustees  
Ruth Winett, Trustee  
Sam Klaidman, Trustee  
Mark Contois, Library Director (ad hoc)  
Jane Peck, Assistant Library Director (ad hoc)

## BOARD OF TRUSTEES

Elizabeth Fideler, Chair  
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Eric Doherty  
Arthur Finstein  
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Ruth Winett, President of the Framingham Public Library Foundation  
Jan Harrington  
Nancy Coville-Wallace  
Parwez Wahid  
Jo-Anne Thompson  
Christopher Walsh



## PLANNING METHODOLOGY

The Trustees of the Framingham Public Library hired Sondra Vandermark as the Framingham Public Library System's long-range planning consultant. Early in 2013 Consultant Sondra Vandermark met with Elizabeth Fideler, Chair of the Board of Trustees, Library Director Mark Contois, and Assistant Library Director Jane Peck to discuss the proposed planning process and to determine the timeline for the Framingham Public Library planning process. On March 17, 2013 the Consultant met with members of the Board of Trustees, Library Director Mark Contois, and Assistant Library Director Jane Peck at the Garden in the Woods for a Planning Retreat. During the Retreat the participants reviewed recent Long-Range Plans to identify accomplishments, and then undertook a S.O.A.R. analysis. During a working lunch the groups briefly discussed recent PEW Research Center reports and Framingham Public Library roles and resources. Notes from the Retreat were sent to the Board of Trustees and Library Administrators.

On May 14, 2013 Consultant Sondra Vandermark met with Board Chair Elizabeth Fideler, Trustee Ruth Winett, Library Director Mark Contois, and Assistant Library Director Jane Peck to discuss and develop online survey questions. Between June 18 and July 8, 2013 the Consultant facilitated five Focus Group sessions held at the Main Library. Participants included Library Staff, Teens, and Adults. The Consultant, using the S.O.A.R. analysis, Trustee discussions, materials developed by the Library Staff, the Focus Groups, and responses from the online survey, wrote a draft plan that was presented to the Strategic Planning Sub-Committee (Elizabeth Fideler, Ruth Winett, Sam Klaidman, Mark Contois, and Jane Peck). Following their review and recommended revisions, the Plan was presented to the Board of Trustees at the September 9, 2013 Board Meeting for discussion and approval.

## ASSESSMENT OF USER NEEDS

The Board of Trustees and Library Administrators have worked to identify community needs and determine how the Library can help meet those needs. Their efforts included undertaking the Trustees' S.O.A.R. analysis, finding participants for the five Focus Group Sessions, assisting in the development of questions, and implementing an online survey of Framingham Public Library users with over 550 responses, making available information about the Framingham Public Library System, and providing copies of recent Long-Range Plans. The gathered information helped inform this Long-Range Plan. For all supporting documentation, please see the full report available online at [www.framinghamlibrary.org/longrangeplan](http://www.framinghamlibrary.org/longrangeplan).

Identifying the needs of the people of Framingham means the Library can better focus its resources to meet those needs. The Framingham Public Library System Planning Process through its Assessment of User Needs has helped determine the Library's priorities for the FY2014-FY2018 Long-Range Plan. The Library Administration established two broad goal categories for the Library System: Service Goals and Management Goals. Service Goals include Early Learning, Lifelong Learning, and Customer Service. Management Goals include Community Partnerships, Collections, Technology, Library Services Evaluation, Marketing, Physical Plants, Financial Development, and Governance. These priorities are expressed in terms of goals, objectives, and activities.



**Framingham**  
**PUBLIC LIBRARY**

Look here first.

**MAIN LIBRARY**

49 Lexington Street | Framingham, MA 01702 | 508-532-5570

**McAULIFFE BRANCH LIBRARY**

10 Nicholas Road | Framingham, MA 01701 | 508-532-5636

[www.framinghamlibrary.org](http://www.framinghamlibrary.org)

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