

## Contents

<b>Mission Statement...2</b>
<b>Vision Statement...2</b>
<b>Purpose of Planning...2</b>
<b>Planning Process...2</b>
<b>Planning Committee...2</b>
<b>Results of the Planning Committee Meetings...3</b>
<b>Town-wide Survey and FY12 Patron Use Analysis...4</b>
<b>Community Description...4</b>
<b>Conclusions Drawn from the Statistics...5</b>
<b>Current Issues facing the Town...5</b>
<b>Library History...6</b>
<b>Governance...6</b>
<b>Staffing...6</b>
<b>The Collection...7</b>
<b>Circulation and Door Count...8</b>
<b>Programming...9</b>
<b>Building Facility...9</b>
<b>Funding...9</b>
<b>Goals - Objectives - Actions...10</b>
<b>Board of Trustees Approval...14</b>

## Appendix

<b>Circulation Statistics</b>
<b>Collection Analysis FY10-13</b>
<b>Community Profile</b>
<b>Goals - Objectives - Actions</b>
<b>Library Facts</b>
<b>Library Service Roles</b>
<b>Mass.gov at a glance</b>
<b>MPL Patron Demographics</b>
<b>Survey Monkey</b>
<b>US Census Bureau 2010 education</b>
<b>US Census Bureau 2010 people</b>

### **Mission Statement**

**The Manchester-by-the-Sea Public Library, small and suburban, seeks to be an integral part of its community by providing all residents and other users with a balanced range of resources and activities, meeting educational, cultural, and recreational needs. The library serves as the center for lifetime learning and enjoyment.**

**A knowledgeable library staff provides high-quality reader's guidance and research and assistance using local resources and interlibrary materials and services. The friendly environment of the facility promotes maximum resource utilization.**

### **Vision Statement**

**Manchester-by-the-Sea Public Library - Small but Powerful**

### **Purpose of Planning**

The purpose of this plan is to guide Library services for the next five years (2015-2020) by developing long range goals and objectives which best match the Library's resources with the desires of the community.

### **Planning Process**

This Long Range Plan was produced using *Strategic planning for results* / Sandra Nelson for the Public Library Association ; Chicago : American Library Association, 2008, and the assistance of Nancy Rea, past member of the Board of Library Commissioners and retired library director. Ms. Rea led two planning meetings in the SOAR process (Strengths, Opportunities, Aspirations, Results) and a follow-up meeting to gather feedback on the draft plan.

A town-wide survey was conducted in April 2013 using both the online Survey Monkey site and a paper version. An analysis of FY12 patron demographics, and an analysis of circulation by subject/format over four years (FY10-13) was made by the Director.

### **Planning Committee**

The Trustees and Director formed a community long range planning committee by identifying and contacting residents known to be active in local affairs. An invitation to join the committee was included in the library's weekly press release, its monthly electronic newsletter, and through fliers posted in the library and town hall. Personal invitations were sent to individuals. Friends of the Library and staff members also participated.

### **Committee members:**

Alison Anholt-White - Manchester Library Trustee (May 20)  
Tim Browne - Manchester Library Trustee (April 29 and May 20)  
Alida Bryant - Manchester Library Trustee (May 20 and Sept 9)  
Leah Capalbo - Manchester Mothers' Club (all three meetings)  
Paul Clark - Friends of the Manchester Library, Cricket Press, Manchester Community Center (all 3 meetings)  
Sara Collins - Manchester Library Head of Youth Services (April 29)  
Margaret Driscoll - Manchester Selectman (meeting conflicts, participated via email)  
Lori Dumont - Manchester Library Head of Circulation (Sept 9)  
Barbara Emerson - patron (April 29 and May 20)  
MG Foster - Friends of the Manchester Library and private school administrator (all 3 meetings)  
Nancy Hammond - Manchester Council on Aging Director (April 29 and May 20)  
Whitney Hammond - student intern (May 20)  
Ann Harrison - Manchester School Committee (via email and Sept 9)  
Allison Krause - Manchester-Essex Regional high school teacher, former student volunteer (April 29 and May 20)  
David Lumsden - patron (all 3 meetings)

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

Joan McDonald - Friends of the Manchester Library and Manchester Historical Museum (all 3 meetings)  
Patrick Meehan - parent (all 3 meetings)  
Nancy Rae - committee facilitator (all 3 meetings)  
Dorothy Sieradzki - Manchester Library Director (all 3 meetings)  
Samantha Silag - Manchester Memorial School Media Specialist and library staff (April 29 and May 20)  
Rachael Theriault - Manchester Library Head of Adult Services (May 20)

Meetings were held April 29, May 20 and September 9, 2013. Nancy Rea facilitated the discussion using the SOAR method of Vision development.

**Results of the First Planning Committee Meeting**  
**Components of community vision**

- Manchester will continue to preserve its New England identity, including its historical roots (4\*s)
- Manchester will continue to strive for educational excellence (7\*s)
- Manchester will be a welcoming, supportive, community that provides citizens and visitors alike with a safe, secure environment where government is transparent and forward thinking. The town will offer a multigenerational, culturally diverse education employing traditional and non-traditional learning styles. Further we will preserve and maintain the town's architectural and natural resources. (12\*s)
- Manchester will be an active, inter connected community (1\*) that supports all age groups and encourages participation in cultural and civic events and programs. (1\*)
- Manchester will honor and protect the history of our town while embracing cutting edge technology and communications infrastructure.(9\*s)
- Residents will be conscious stewards of our precious resources. (4\*s)
- Manchester will protect & preserve our open space and reduce pollution and waste, create a pedestrian and bicycle friendly downtown.

**Results of the First Planning Committee Meeting**  
**Components of Library vision**

- Patrons will have the advantage of state-of-the-art technology and the necessary training which will enable them to maximize their interaction with the changing world.
- Patrons of all ages will be given the chance to pursue and develop diverse interests through a variety of library sponsored programs and resources.
- Develop a plan of expansion of current physical space while maintaining historical architectural integrity
- Become a gateway portal to online communities
- Be open for more convenient visiting hours, (Sat & Sun)
- Improve collections
- Cultural, intellectual & civic hub of the town
- Effect a transformation from traditional to a collaborative, active environment
- Discover ways to reach out to the community with educational and recreational services
- Library patrons will have access to cultural and learning experiences, and the advantage of exploring new technology

**Results of the Second Planning Committee Meeting**

**The Committee selected the following Service Responses as most appropriate for the Town of Manchester**

- **Satisfy Curiosity: lifelong learning.** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

- **Connect to the Online World: Public Internet Access.** Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.
- **Create Young Readers: Early Literacy.** Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- **Stimulate Imagination: reading, viewing, and listening for pleasure.** Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.
- **Visit a Comfortable Place: physical and virtual spaces.** Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
- **Discover Your Roots: genealogy and local history.** Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
- **Understand How to Find, Evaluate, and Use Information: information fluency.** Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

### **Town-wide Survey and FY12 Patron Demographics Analysis** (Appendix Survey Monkey and MPL Patron Demographics)

The Long Range Planning survey was available in print and on Survey Monkey for the month of April 2013. Paper copies were distributed at Town Meeting, Town Hall, and in the Library. Survey Monkey was available through the Library's website and Face Book. A total of 105 surveys were counted. Females responded at twice the rate as males. The highest percentage of respondents by age group (36%) were over 66 years of age.

The analysis of patrons (who checked out over 6 items) in FY12 showed a similar pattern: 64% were female, 26% male; 42% of Library patrons are women over 37 years old. According to the report of the Council on Aging (Town Report, 2012; p. 10) one out of every three people in Manchester is over 60 years of age.

### **Community Description**

The Town of Manchester-by-the-Sea, established in 1645, is located 32 miles north of Boston on Cape Ann. This coastal community is 7.73 square miles and part of Essex County, a national heritage area. The Town is bordered on the north by the Towns of Essex and Hamilton, on the south by the Atlantic Ocean, on the east by the city of Gloucester, and on the west by the city of Beverly and the Town of Wenham. Routes 127 and 128 are the major thoroughfares to Town. Manchester is on the MBTA commuter rail. The physical landscape of Manchester is highlighted by 12.8 miles of shoreline. Singing Beach is the pride of the community and draws a large summer crowd. The picturesque New England Town is surrounded by woodlands and wetlands. The Library is situated on the Town green, next to the Town Hall and the Congregational Church. (Appendix Community profile, [DHCD - Community Profiles - Manchester](#))

The 2012 population of Manchester, as reported by the Town clerk (Town Report, 2012; p. 89) is 5,790. Manchester has a senior citizen population of 1,644, that is, approximately one third of the population is over age 60. In 2012 the Town Clerk reported 26 births and 28 deaths. The Town's population has fluctuated very little in modern times. The population breaks down as 46.8% male, 53.2% female, with the median age 47.6 (Appendix U.S. Census Bureau 2010 people). Ninety-nine percent of the population is white and 96% are high school graduates.

The Mass Department of Labor, At-A-glance (Appendix Mass.gov at a glance) reports the 2011 labor force population is 2681 and the unemployment rate is 5.4%. The 1999 per capita income is \$47,910.

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

Sixty-five percent of Manchester's residents are in the labor force, with an average commute of 31 minutes and a median household income of \$73,467. Five percent of the population lives below the poverty level.

The educational level of Manchester residents is very high with 98.4% having a high school degree and 65.8% having a bachelor's degree or higher. (Appendix US Census Bureau 2010 education)

The Manchester-Essex Regional School District reports that Memorial School has 460 students enrolled in pre K - 5<sup>th</sup> grades. The middle school enrollment (grades 6-8) is 355 students and the high school enrollment is 500 (for the academic year 2012-13). (Town Report, 2012; pp. 25-27) Total public school population, 1,315.

**Conclusions Drawn from the Statistics**

The population of the Town of Manchester has not changed much in recent memory. The residents are mainly white, English speaking, highly educated citizens, who value higher education and enjoy a high standard of living and a low unemployment rate. The public has a very positive attitude toward the schools and the library, as well as general town services. The town supported the move to a regional school district, and the building of a new middle/high school in order to preserve the excellence of its public schools. The Manchester-Essex Regional High School ranked 34<sup>th</sup> out of 343 high schools in the state for the 2011-2012 school year (Schooldigger.com). Voters supported an override in 2011 for the wellbeing of both the schools and town government. The Library shares that support.

**Current Issues facing the Town**

Current issues facing the Manchester community are: increased tax rate due to the five year old regional school, the need to replace/renovate the Manchester-Essex school district's two elementary schools, extensive updates to water and sewer infrastructure, Town unfunded pension and retiree health insurance liabilities, the need for more affordable housing, the need for more space/renovations at the Town Hall and Police Station, the need for an expanded Public Library, need for more playing fields, and a shortage of public parking. Space issues are critical in both building structures and land use.

### **Library History**

The Manchester Free Public Library was established in 1871 with a collection of books given to the Town by the Lyceum Association, a disbanded social library. The newly established public library quickly outgrew its space in old Town Hall and Delucena L. Bingham, the first appointed Librarian, approached summer resident Thomas Jefferson Coolidge with the idea of establishing a permanent Library and Memorial Hall. Town Meeting bought the land in 1886 and T. J. Coolidge gave the building to the Town. The building was designed by Charles F. McKim and dedicated, in three parts, in October 1887. The east room was the original Library, the west room was the headquarters for the Grand Army of the Republic, and the central hall was a Civil War Memorial. In 1927 the west room and central hall became part of the Library. In 1965 the Friends of the Manchester Library were founded and raised the funds necessary to add on and furnish a Children's Room. In 1974 the Library building was added to the State Historic Properties list. The 1987 centennial year brought computerization to the Library. In 1996 a feasibility study for expanding the Library was conducted. The Library Building Committee concluded that the community was in favor of expanding the current building rather than building on a new site. The town holds "first right of refusal" on the two adjacent properties needed for expansion. The Manchester-by-the-Sea Public Library Foundation was established in 2003 for the purpose of supporting, maintaining, improving, and promoting awareness of the Manchester-by-the-Sea Public Library. Plans to expand are on indefinite hold. The Friends of the Library renovated the Circulation Hall (2006). In 2007 the Trustees initiated a capital campaign for the Library's 120<sup>th</sup> Anniversary, for continuing interior renovations. The Reference and Reading Rooms were updated in 2007-08. In 2011, in anticipation of children's room renovations, the reference collection was downsized/moved to the stacks and the children's non-fiction collection moved to the reference shelves. In 2012 the Trustees celebrated the 125<sup>th</sup> anniversary of the Library by raising funds to renovate the children's room and add a handicap ramp to the children's room entrance.

### **Governance**

The Library is a department of the Town, governed by an elected Board of Library Trustees. The Boards' 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 that 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 by and directly responsible to the Board, and is an employee of the Town of Manchester.

### **Staffing**

The Library employs 4 full time librarians, Director, Head of Adult Services, Head of Circulation Services, and a Head of Youth Services. The current work week for full time staff is 33.5 hours. The three full time librarians are members of the American Federation of State, County, and Municipal Employees, AFL-CIO. As of July 1, 2013, three of the four full time librarians hold MLS degrees. The fourth holds a Bachelor of Arts degree. Library support staff, (all part time employees working less than 19 hours per week and receiving no benefits), include three Library Assistant Clerks, a Cataloger, a Young Adult Librarian, a custodian, and several substitutes. Job descriptions for all employees are on file in the Director's office and at Town Hall.

**The Collection**

The following statistics are summarized from ARIS Reports and MVLC Reports  
 (ARIS, Annual Report Information Survey, a state report; MVLC, Merrimack Valley Library consortium)

<b>circulation</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>cookbooks</b>	640	639	714	610
<b>magazines</b>	1,331	1,668	1,851	1,837
<b>travel books</b>	788	743	768	738
<b>biography</b>	899	987	1,035	1,020
<b>fiction</b>	9,953	10,067	10,620	10,006
<b>music</b>	2,467	2,449	1,942	2,125
<b>audiobooks</b>	2,151	2,560	2,638	2,427
<b>DVDs</b>	12,131	13,374	12,197	9,786
<b>internet use</b>	3,745	3,653	2,642	2,480
<b>teens</b>	6,191	5,890	5,186	4,192
<b>children's science</b>	733	477	463	474
<b>children's history</b>	133	82	105	71
<b>children's biography</b>	643	596	498	454
<b>children's fiction</b>	13,224	12,796	14,145	12,621
<b>children's DVDs</b>	4,783	4,475	4,565	3,482
<b>Total circulation</b>	74,920	75,097	72,912	64,184

While the popularity of some formats remains constant, magazines and cookbooks for example, other formats are more impacted by the digital revolution, namely audiobooks, eBooks, and music. Likewise, the digital revolution has a generational component; collection development in the early years of the 21<sup>st</sup> Century is a challenge. Librarians walk a fine line, selecting materials that are both well reviewed and best match the format of the intended audience. New online services for public libraries are slow to develop, and expensive to test. In addition to online services offered by the state and the consortia, the Manchester Library subscribes to several digital products that deliver content in the format the public is looking for :

- A TO Z Travel
- A TO Z World (social studies)
- Credo Reference (a collection of 100 Reference Books)
- Ebooks for library-owned Ereaders/iPads (purchased individually)
- Freeding (ebooks)
- Freegal (music)
- Gale Career Transitions
- Gale From Green Industries to Green Jobs
- Gale Grzimek's Animal Life Encyclopedia of Extinction
- Gale Junior Worldmark Encyclopedia of the States
- Gale Space Sciences Macmillan Science Library
- Gale St. James Encyclopedia of Global Brands
- Gale Reference Library
- Gale Testing and Education Center
- Lincoln Library (Encyclopedia)
- Mango languages

Manchester-by-the-Sea Public Library  
 Long Range Plan 2015-2020

- National Geographic 1887-present
- National Geographic Traveler
- National Geographic Kids
- Overdrive-MVLC (audiobooks & ebooks)
- Recorded Books One Click (audiobooks and recently introduced ebooks)
- Safari - MVLC (technology books)
- Salem Press (literature)
- Tumblebooks (streaming children’s books, videos, audiobooks, including classics and adult titles)

**Circulation and Door Count**  
 (Appendix Circulation Statistics)

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Circulation</b>	75,851	74,920	75,097	72,912	64,184
<b>Door Count</b>	42,275	47,500	46,820	46,766	50,843

Circulation increased over seven years (FY06-13) with a peak in FY09. Door count increases each year despite slight drops in circulation. (Door counters are not reliable as they often stop working for a few days at a time.) Door count indicates that people are using the library for other purposes than checking out books. An informal count of wireless users (people using their own laptops) shows an increase from 2008 through 2012:

2008	249
2009	414
2010	302
2011	343
2012	386

Similarly, tutoring in the library has increased:

2008	42
2009	73
2010	52
2011	94
2012	127

(These numbers are based on observation of an adult with one or more students.)

There are two significant reasons for the drop in circulation between FY12 and FY13, namely, the Children’s Room was closed for six months with the children’s collection in storage; and the dramatic rise in popularity of eBooks and other downloadable formats as shown below.

2008	189
2009	215
2010	313
2011	553
2012	818

(annual statistics of Overdrive, not broken out between audio and ebooks)

While physical music CD circulation drops, music downloads are on the rise:

FY11	938
FY12	1419
FY13	1449

(Freegal statistics)

Manchester-by-the-Sea Public Library  
 Long Range Plan 2015-2020

Other popular services which attract non-traditional library users include sending faxes, borrowing museum passes, exam proctoring, and providing tax forms. The Library is also a cooling center during heat waves and an emergency center during area blackouts.

**Programming**

Programming is another draw which does not directly affect circulation.

	Kids programs	Kids attendance	Teens programs	Teens attendance	Adult programs	Adult attendance
2008	168	4419	na	na	63	611
2009	166	4388	na	na	62	522
2010	197	4454	na	na	58	523
2011	184	4263	26	623	52	536
2012	169	4044	23	597	48	548

**Building Facility**

Outwardly, the 1887 McKim building has not changed very much in 125 years. The front entry was made handicap accessible in 1993. The side entry became handicap accessible in 2012. The Reference Room, which once housed the reference collection, three public internet stations, and mystery and science fiction collections, now holds the children’s non-fiction collection, five public internet stations, the media collection, and the young adult collection.

Since a building expansion is on hold, the Trustees have focused on interior space planning that reflects current trends and use by the public. Updating the interior space and the grounds to make the Library a desirable destination has been the Trustees’ focus in the last two decades since the expansion program was discontinued. The current emphasis is on digital format, web services, and mobile accessibility.

**Funding**

The residents of the Town of Manchester have consistently supported the Library by approving the municipal appropriations requirement every year and approving capital funds for projects such as a new roof on the Children’s Room (2011) and an upgrade to the electrical service and panel found to be subpar during the 2012 renovation. In addition to taxing themselves to support the Library, citizens give generously for public library services. The recent renovation to the Children’s Room was financed entirely by donations. The local Community Preservation Committee has supported the Library with funds to repair the front walkway and repaint the exterior granite wall which surrounds the property (2013).

The Friends of the Library provide consistent support through membership and fundraisers, mainly the annual summer book sale. The Friends provide museum memberships, programs, refreshments, microfilming the local newspaper, and special projects such as sponsoring the young adult position before it became part of the town payroll. In addition to financial support the Friends lend moral support and advocacy for library service.

**FY11 Municipal Pie figures (from the Board of Library Commissioners)**

- FY11 statewide expenditures on library services : 1.23%
- Manchester Library’s percentage of total town expenditures : 1.75%
- Manchester Library’s per capita expenditure : \$77.19
- Manchester town municipal per capita - \$4,421.97

## Goals - Objectives - Actions

### **I Manchester Public Library will be an active hub of the community that supports all residents, multi-generational and culturally diverse.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the library will be the cultural, intellectual and civic hub of the community; the library will serve patrons of all ages, offer diverse materials and activities, satisfy curiosity for lifelong learning, and provide public internet access.

#### **OBJECTIVES**

- Library administration will encourage active participation from the community through volunteer opportunities, suggestion boxes, ongoing library satisfaction surveys, and open communication in the Library and through email and social media. A Trustee, the Director, and/or staff librarian will respond to patron questions/suggestions as best reflects the situation (ongoing).
  - Action : Director will begin using LibSat (on the Counting Opinions website) by January 2014.
  - Action : Trustees will focus on attending Friends meetings and follow up on their suggestions.
  - Action : Director will reestablish the suggestion box by January 2014.
  - Action : Director will establish a log book and staff will note suggestions/comments from patrons.
  - Action : Staff will keep the Director informed of suggestions and comments posted on social media (January 2014).
- Library administration will explore expanded weekend, winter hours (FY15). (Results will be measured by whether the library opens on Sunday afternoons in the winter)
  - Action : Trustees will seek funding for winter Sunday hours beginning Fall 2013.
- Library administration will continue to seek a 35 hour week for full time staff to better cover the current 48 hour week of public service (FY15). (Contract expires June 2014) (Results will be measured by the new union contract.)
  - Action : Trustees will participate in union negotiations with town administrator for the new contract period starting July 1 2014.
  - Action : Trustees will rewrite the Director's job description and include a 35 hour week for April 2015.
- Director will investigate self-checkout and self-pick up of holds in order to decrease wait time for patrons at the circulation desk and provide additional privacy at checkout (FY16). (Results will be measured by the installation of a self-checkout station)
  - Action : Trustees and Director will renew the library's technology plan and include the purchase of a self-checkout station in FY16.
  - Trustees will advocate for a new budget line to cover software and licenses (FY15).

### **II Manchester Public Library will encourage community participation in cultural, civic, educational, and recreational programs and events.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - patrons of all ages will be given the chance to pursue and develop diverse interests through a variety of library sponsored programs and resources.

#### **OBJECTIVES**

- Library staff will continue to offer programs and events for all ages (ongoing).

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

- Action : Trustees will seek additional program funding from the library budget and from the Friends of the Library in the FY15 budget cycle.
- Action : Trustees, Director, and Children’s Librarian will explore offering additional children’s programs and adding the staff (and budget) to accommodate this action.
  
- Library staff will explore new avenues to keep residents informed of programs and events (FY15). (Results will be measured by a 50% increase in attendance to adult programs; current average is 12, goal will be 18 average attendance by adults)
  - Action : Director will explore additional media outlets, social media, printed and electronic newsletters starting January 2014.
  - Action : Trustees will support the establishment of a community calendar by the town or other agency to coordinated and advertise local events (FY15).
- Trustees will improve outside signage to alert the public to “program today” (FY15).
  - Action : Trustees are currently planning new exterior and interior signage, to include a banner announcing “event or program today.”

**III Manchester Public Library will continue to preserve its New England identity, including its historical roots while transitioning its collections and services from traditional print to digital and online formats.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the trustees will continue to seek expansion of current physical space while maintaining historical architectural integrity; and to effect a transformation from traditional to a collaborative, active environment.

**OBJECTIVES**

- The Library will maintain a gateway portal to online communities through its website, social media, and its wifi service (ongoing).
  - Action : Trustees will explore adding additional public access wifi service in the library including static IP addresses.
  - Action : Trustees will support initiative to ask the town to supply wifi service in all public buildings.
- The Library will update its website for mobile users (FY15).
  - Action : Trustees will ask for a budget line to support a webmaster year round.
- The Library will offer state-of-the-art technology and the necessary training for the public to enable its citizens to navigate new technology in an ever-changing world (ongoing).
  - Action : Library administration will renew the library’s technology plan to include the purchase of new equipment as it becomes available (FY16).
  - Action : Trustees will advocate for a new budget line to cover additional software and licenses.
- Library administration will encourage staff to attend workshops and training in new technology (ongoing).
  - Action : Trustees will ask for additional budget for staff travel and fees to attend library conventions and workshops in FY15 budget.
- Library staff will provide programs, training and resources to help patrons keep abreast of technology (ongoing).
  - Action : as stated above, Trustees will seek additional budget and Friends’ money to support additional programs, additional budget for travel and staff attendance to keep abreast of new technology.
- The Library will introduce scanning for public use to reduce paper consumption (FY16).
  - Action : Trustees will seek funding to purchase a scanner for public use.
- Library administration will add a server or cloud services to back up digital acquisitions (FY15).

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

- Action : Director will explore available cloud services and the cost(FY16).
- Library administration will add iPads and/or tablets for roaming reference services, for digital content, for use in the library and eventually for the public to check out (FY15).
- Library technology plan will be updated to outline a timetable for replacing equipment for staff and public use (FY15).
- Library collection plan will be updated to include more digital content (FY15)
  - Action : Director and staff will continue to track collection use and gradually transfer acquisitions from print to digital content as the community changes its usage patterns.

**IV Manchester Public Library will continue to strive for intellectual excellence for all its residents. The Library will continue to support life-long-learning and supplement formal educational needs by providing both traditional and non-traditional resources.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the library will be the cultural, intellectual & civic hub of the town; the library will discover ways to reach out to the community with educational and recreational services, encourage young readers, and promote early literacy, stimulate imagination, reading, viewing, and listening for pleasure.

**OBJECTIVES**

- Library staff will maintain relationships with the Manchester-Essex Regional School System personnel to offer supplemental resources in support of student assignments, author programs of interest to students, and volunteer opportunities for students' community service (ongoing).
  - Action : Youth Services librarians will continue to be in contact with the school media specialists to plan summer reading activities, author programs at the schools, and to disseminate information on youth orientated programs through the schools (ongoing).
- Library staff will maintain relationships with private schools, home-schooled, and nursery schools to offer supplemental resources in support of assignments, author programs of interest to students, and volunteer opportunities for students' community service (ongoing).
  - Action : Youth Services librarians will continue to be in contact with the faculty of the private schools, parents of the home-schooled, and teachers at nursery school, to offer services and materials to supplement their curricula.
- The Library will maintain its Homework Center hours, free printing policies for students, and welcoming atmosphere for tutors (ongoing).
- The Library will join with the Council on Aging department to offer programs for senior citizens and intergenerational programs for seniors and preschoolers (ongoing).
- The Library will vigorously promote its digital collections (and the digital services provided by the state and the consortium) to the schools and general public (ongoing).
- The Library will promote its resources for students enrolled in on-line classes and needing a place to take a proctored exam.
  - Action : Library staff will continue to promote services and materials through print, electronic media, social media, and word of mouth. The Director will continue to explore new sources to promote library services.

**V Manchester Public Library will be a welcoming, supporting, institution that provides citizens and visitors alike with a safe, secure environment. Its governance will be transparent and forward thinking.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the library will be a comfortable place to visit and connect to the online world. Patrons will have the advantage of state-

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

of-the-art technology and the necessary training which will enable them to maximize their interaction with the changing world.

**OBJECTIVES**

- Trustees will encourage the public to attend its meetings.
  - Action : Director will include Trustee meetings in press release notes, on all public calendars and social media (January 2014).
  - Action: Trustees will post its meeting minutes on the public bulletin board and its website (FY15).
- Library trustees will investigate installation of a “panic button” that connects directly with the police department (FY15).
- Trustees will review library policies each August to insure the personal safety of all its patrons in the building and on library grounds (ongoing).
  - Action: The Trustees will adopt a policy to ban vehicles from the foyer/building (FY15).
  - Action: Trustees will adopt a policy to ban all tobacco products, including e-cigarettes, from the building (FY15).
  - Action: The Director will post its unaccompanied children policy in the children’s room (ongoing).
  - Action : The Director will produce a bookmark-sized card listing Library policies for quick referral by patrons and staff alike.

**VI Manchester Public Library will continue to preserve and maintain the library’s architectural and natural resources.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the library will continue to focus on the expansion of its current physical space while maintaining the historical and architectural integrity of the McKim building. The library will promote discovery of patrons’ family roots through maintaining information on local history and partnering with the Manchester Historical Museum.

**OBJECTIVES**

- Trustees will honor and protect the historic nature of our Library while embracing cutting edge technology and communications infrastructure.
- Trustees will prepare a building plan in anticipation of the adjacent property being offered for sale (FY16).

**VII Manchester Public Library’s administration and staff will be conscious stewards of our precious resources, protect and preserve our building and grounds, reduce pollution and waste, and maintain a pedestrian and bicycle friendly environment.**

Based on the conclusions of the Long Range Planning committee, library vision and service roles - the library will be a welcoming, supporting, space that provides citizens and visitors alike with a safe, secure environment where government is transparent and forward thinking.

**OBJECTIVES**

- Expansion of physical space remains a critical need and may occur by procuring adjacent property (ongoing).
  - Action: Director will explore the availability of a LSTA building grant.

Manchester-by-the-Sea Public Library  
Long Range Plan 2015-2020

- Action: Trustees will maintain communication with town boards, neighbors, and the community regarding a library expansion program. Trustees will keep the library building goal on the town capital plan.
- Trustees will seek additional funding to maintain the Library grounds (FY16).
  - Action : Trustees will seek additional funding in library budget to maintain library grounds (FY16).
- Library administration will explore ways to reduce paper consumption and encourage recycling by staff and patrons.
  - Action : Trustees will seek funding to purchase a scanner (to replace the copier/printer) for public use (FY16).
  - Action: Director will purchase additional interior recycling cans and monitor their use (FY15).
- Library administration will continue to be conservative executors of all library budgets and trust funds.
  - Action: Director will carefully oversee expenditures and comparison shop vendors and materials suppliers (ongoing). The Library is a member of the Massachusetts Higher Education Consortium and purchases almost entirely from those member vendors.
  - Action: Director will carefully monitor use of utilities for the comfort of the public without having extreme temperatures (ongoing).

Approved Sept. 2013

---

Tim Browne \_\_\_\_\_  
Alison Anholt-White \_\_\_\_\_  
Alida Bryant \_\_\_\_\_