

5 Year Strategic Plan

UPDATE - Submitted December 1, 2011

FY2010 - FY2014

Submitted by:

Edgartown Library Board of Trustees

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Approved by Board on November 21, 2011

Goal 1: Complete expansion of the Edgartown Public Library to meet the needs of the Edgartown community

UPDATE FY2010: This goal was created in reference to plans for using the award Edgartown received from the MBLC for the FY2005 Construction Grant. With the downturn of the economy, Edgartown was unable to fulfill adequate funding to accept the award. However, understanding the increasing inadequacies and maintenance needs of the current library building, the town committed to entering the FY2011 MBLC Construction Grant round. Therefore most of these actions still apply but have been pushed back – as shown on the attached schedule.

UPDATE FY2011: The Library was able to complete and submit an application into the MBLC Construction Grant Round. The grant was awarded and the Library was put in fourth (4th) place on the MBLC's Waiting List. Funding is anticipated for FY2014.

✓ Indicates a completed action.

Objective: Complete design process

Actions:

Contract with project manager ✓

The Edgartown library building committee (ELBC) issued a Request for Proposals of Owner Project Manager services in the summer of 2010. The ELBC received proposals from a number of candidates. After interviewing four (4) qualified firms, Richard Pomroy of Pomroy Associates was selected in August 2010. His previous library experience included completing the Mashpee Library project (recipient of an MBLC Grant) under budget and ahead of schedule.

Appoint building committee ✓

In April 2010, the Edgartown board of selectmen appointed a seven (7)-member library building committee. The six (6) men and one (1) woman committee represented a broad spectrum of community expertise including but not limited to experience in the following areas: board of selectmen, finance advisory committee, zoning board of appeals, board of library trustees, executive director of the Martha's Vineyard Preservation Trust, principle author of Edgartown library's FY2005 MBLC construction grant, planning board, retired attorney and professional engineer. In August 2011, the Edgartown selectmen appointed an additional member to be the official representative of the Edgartown library trustees.

Review similar library projects ✓

Over the summer of 2010, representatives of the ELBC visited newly expanded libraries in Chilmark, Oak Bluffs, and Mashpee. These libraries are situated in towns that experience large population increases in the summer resulting in more seasonal patrons than resident patrons. These expanded libraries were also funded by MBLC construction grants.

Complete construction drawings

The Edgartown library building committee (ELBC) issued a Request for Proposals for Designer Services in August 2010. The ELBC received proposals from a number of candidates. With the assistance of the OPM (Pomroy Associates), the ELBC engaged the architectural services of Imrey Colbert & Tappe Associates, a partnership formed for this project. Schematic designs were completed by January 26, 2011.

Construction drawings will be forthcoming when funding is secured.

Integrate LEEDS (Green) into design process

The schematic drawings included provisions for LEEDS certification. The MBLC construction grant application included details on how the library will achieve certification of its new facility.

Objective: Plan construction process

Actions:

Identify informational pathways/needs

As part of the construction process, the Library needs to determine the best way to disseminate information to the various constituencies regarding the expansion project.

Define financial needs/cost analysis

The MBLC awarded a grant to Edgartown and placed the town fourth on the funding waiting list. At April 2012 Annual Town Meeting, Edgartown will vote for a bond to fund the new construction. At that time, the building committee will contract with the architects to begin the construction process which will include completion of the construction drawings with LEEDS integration.

Objective: Identify interim library site(s) and services

N/A – Expansion will be in a new location. Therefore the Library can continue services in the current location until construction is completed.

The original 2001 expansion project was to be completed on the current library site. Since that time, the town has determined that the community's needs are best met at an alternate location. Therefore, an interim library location is no longer required during construction and the items below are no longer applicable.

Actions:

~~Determine appropriate location~~

~~Identify vital services~~

~~Determine staffing issues~~

~~Identify funding sources~~

~~Negotiate relocation of staffing and services~~

Objective: Ensure adequate funding

Fundraising will be encouraged to offset the budget increase in the first years of operation in the new library as well as to provide for a possible endowment fund. This requires that the board of trustees continue to maintain a healthy and vital relationship with the Edgartown Library Foundation (ELF) and the Friends of the Edgartown Library (FEL).

Actions:

Monthly meetings Board of Library Trustees ✓

ELF and FEL are now incorporated into the monthly board of trustees' business meetings to discuss the above objective.

Coordinate and cooperate with volunteers

Maintain on-going communications with the Edgartown Library Foundation (ELF) and the Friends of the Edgartown Library (FEL) ✓

Liaisons from ELF and FEL regularly attend Library board meetings.

Goal 2: Complete an alternate plan if expansion plan in Goal 1 is not feasible

This goal has relevant action items and has been updated to reflect the work completed or to be completed for the library's FY2011 expansion plans.

In preparation for the 2011 MBLC Construction Grant Application these goals were met.

Objective: Review service and space needs [Building Program]

A building program was completed in August 2010.

Actions:

Determine maximum size possible ✓

The building program indicated that a new library building of approximately 15,000 square feet is the maximum size needed for Edgartown.

Determine services given up ✓

By changing the location of the future library, no services were sacrificed.

Determine staffing requirements ✓

The building program estimates a need for eleven (11) FTE positions.

Objective: Identify funding resources

The town has agreed to appropriate tax dollars to fund the new expansion and not rely on private donations.

Actions:

Identify potential source(s) of funding ✓

Quantify money needed ✓

The ELBC plans to recommend to the Board of Selectmen that a request for bonding the library project be placed on the April 2012 annual town meeting warrant.

Begin process for next MBLC construction grant round ✓

The library submitted a grant to the MBLC on January 26, 2011. Edgartown was awarded a grant and listed fourth (4th) on the waiting list for funding.

Goal 3: Enhance public awareness of library services and expansion plans

Objective: Develop community communications plan

Actions:

Name communities to be reached

In an effort to create a more dynamic and relevant long term plan, the Trustees have begun the process of strategic planning for submission to the MBLC in FY2013. Part of that process includes identifying segments of the Edgartown community that need to be a part of the library/town visioning process. This should be complete by January 31, 2012.

Identify electronic and paper resources to be used

Again, as part of the new strategic planning process, the Library will perform a communications audit. The result should be a plan for dissemination of information whether electronic, paper or both that will effectively reach the target audiences. This should be completed by October 1, 2012.

Objective: Implement community communications plan

Actions:

Put communications plan into use

As a part of the new strategic plan noted above, there will be an implementation plan submitted to the MBLC by October 1, 2012.

Create method for measuring success of communications plan

The new plan will establish criteria for determining success of the communications plan that will be submitted to the MBLC by October 1, 2012.

Goal 4: Streamline library's infrastructure to increase efficiency and enhance services to the community

Objective: Create and update library policies and procedures

The board of trustees will choose 10 policies to review and approve. The board will utilize the Massachusetts Library System's (MLS) resources to create these policies. These policies will form the core of the Edgartown Public Library's (EPL) organizational manual. The board will also establish a process for ensuring the currency of EPL policies.

Actions:

Identify relevant policies

10 policies will be reviewed and updated by October 2012.

Collect policies from MVLA and selected Massachusetts libraries

Collect policies for review by March 1, 2012.

Trustee and Director shall update one policy bi-monthly

This will be done on an ongoing basis starting January 2012.

Create EPL-specific manuals for trustees, staff, and volunteers

This will be completed by December 2012.

Objective: Ensure that Library bylaws are up-to-date

The board will locate existing bylaws and review them to ensure their inclusion in the EPL's organizational manual.

Actions:

Review current bylaws

Complete by January 31, 2012.

Schedule and plan bylaws update

Discuss at November board of trustee business meeting.

Objective: Determine the efficiency and effectiveness of the Library organization

The director will put together staff job descriptions and a staff tasks' chart for the board to review. These descriptions will include both the town's official descriptions as well as the internal "real life" descriptions. The board of library trustees will put together a comparable set of documents. These documents will be condensed to be useful for the EPL organizational manual.

Action:

Perform an organizational audit

This will be completed by January 31, 2012.

Goal 5: Strengthen Library relationship with Friends group

Objective: Create a stronger base of support for the Library

Over the past year, the library has made great strides in strengthening its relationship with FEL. As a result, the FEL have ensured that a liaison attends each board meeting. Additionally, the Edgartown Library Foundation (ELF) and FEL are fostering a working relationship. Meetings sponsored by the Library Trustees have taken place and will continue to help FEL and ELF coordinate a comprehensive calendar of events, definition of roles and responsibilities, opportunities for co-sponsorship of events and other opportunities to work together in support of the Library.

Action:

Meet with Friends to come to consensus on the group's role within the Library community ✓

Identify Friends' liaison with Board of Trustees ✓

Goal 6: Begin work on a new, community-based 5-year plan

This Goal still requires action.

Objective: Open-up the process to the community

Action:

Identify constituencies

To be completed by January 31, 2012.

Develop schedule

To be completed by January 1, 2012.

Hold public informational meetings throughout the town

Meetings to be held by April 30, 2012.

Objective: Develop and complete plan

Action:

Put plan in writing

To be completed by October 1, 2012.

Present plan for review to staff

To be completed by October 1, 2012.

Submit for official approval by the Library Trustees

To be completed by October 1, 2012.

Present plan to Board of Selectmen

To be completed by October 1, 2012.

See attachments for *UPDATED* Action Plan schedule and summary of progress to date.

This long-range action plan update was unanimously approved by the Edgartown Board of Library Trustees on Month ##, 2011.