NORTHBOROUGH FREE LIBRARY

Strategic Plan: FY 2016 – FY 2021

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Approved by the Board of Trustees on September 9, 2014

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INTRODUCTION AND METHODOLOGY

When we wrote our last Long Range Plan in September 2010, we had been in our newly renovated and expanded building a little over a year, and there had been some dramatic changes in library use. As expected, the initial attraction of a new library has died down somewhat, but we are also seeing some shifts in how the library is used, as well as some shifts in the Northborough population.

To develop this plan, we invited more than a dozen citizens to serve on our Strategic Planning Committee. Based on staff recommendations, we chose people who had multiple contacts within the community, and/or who represented a particular interest. For example, we invited someone who is active with the homeschooling community, whose families are heavy users of our library. We invited a woman who is active in the Junior Woman's Club, an award-winning service club in town, which has partnered with the library in many projects. (This woman also could represent the immigrant population, or those for whom English is a second language.) We invited the Town Clerk, who is also active in the Rotary Club. We invited two high school students. Not everyone we invited was able to serve, but the resulting committee worked very well together. In addition, four of our Trustees were on the committee -- three members of the Board's Planning Committee and our newest Trustee. Two of the professional librarians also served. The ages represented were from teenage to retiree.

Margaret Cardello, Library Director from Marlborough, agreed to facilitate the first meeting with a SOAR (Strengths, Opportunities, Aspirations, and Results) exercise, and Deb Hoadley from the Massachusetts Regional Library System facilitated the second meeting. In the second meeting, results from the SOAR exercise were shared as participants prioritized many of the ideas listed.

Though generally the comments from committee members were not a surprise (people like the museum passes, wi-fi, and summer reading programs), we did learn a few things. For example, we were surprised to hear from the teenager and a trustee in his 20s that they wished we had a better selection of new music CDs. In the teen room we had stopped buying top 40 music because the teens had told us they download what they want. Apparently this is not true for all teens! The other member said something similar, and wanted to see more variety. We had heard many libraries have stopped purchasing the physical items and offer Freegal instead, but we apparently have an audience for the actual CDs.

Another interesting comment is that some wished that the library targeted the programs more specifically; for example, offering programs for upper level high school students, rather than our more generic "teen" programs that may include sixth graders. Similarly, some felt we needed more children's programs for the older grades, and some liked the idea of programs targeted to older patrons who may be retired.

A third theme was offering more satisfying volunteer opportunities.

The committee all agreed the library should have additional hours, as the vision the committee had for the library included broadened access to the library facility.

COMMUNITY PROFILE

Northborough is a wonderful town, according to our Strategic Planning Committee. It has ethnic diversity with an increasing population of immigrants, and a social diversity in which people can feel engaged and included regardless of age, longevity in town, or other background. It is a safe community with low crime. It has good schools, good citizen participation, and good financial management. At the annual Town Meeting in April 2014, a young woman who had just moved to town stood to speak about a controversial article regarding property rights versus gun safety. While voicing her opinion, she described how another family who lived here told her that she was "going to love" Northborough before she came. And she does. As trite as this sounds, the people are "nice." Newcomers can feel free to voice an opinion and not be castigated.

Northborough continues to draw families into town, though the population is not increasing. As a town, it has much to offer. It is centrally located with good highway access, and although public transportation is not great, commuter lots for the train into Boston are in neighboring towns. The regional high school has been recently expanded and renovated, and the vocational high school has just started a similar project. There is a beautiful new senior center, and one elementary school is slated for renovations. There are a number of new retail stores. Northborough can also be proud of efforts to preserve open space, and maintains a growing number of recreational trails (at least 10).

Northborough's population is aging, with increases in all the age categories over 45, and decreases in the age categories below 45, except for an 11% increase in teenagers. The racial composition of town is changing as well, with the Asian population now 8% of the total.

Census figures follow on the next page. (All from the 2010 U.S. Census, which also draws from the 2008-2012 American Community Survey 5-year Estimates, noted with an asterisk).

	2000	**2010**
Population	14,013	14,155
Median Age:	37.4	42.5
≤ 9 yrs	2,308	1,801
10-19 :	2,022	2,241
20-34:	1,988	1,631
35-44:	2,828	2,022
45-54:	2,284	2,741
55-64:	1,213	1,890
65-74:	833	932
75-84:	400	635
≥85	137	262
Education:		
High school	93.4%	96.7%*
College grad.	51.0%	58.7%*
Race/Ethnicity:		
White	93%	87.6%
Black	.6%	1.0%
Asian	5.1%	8.1%
Hispanic/Latino	1.3%	2.7%
Income:		
Median household	$79,781	$103,306*
Mean household	N/A	$127,438*
Per capita	$32,889	$ 46,717*
Employed:	73.14%	68.6%*
Unemployed:	1.4%	4.5%*

Notes:

The Town Clerk lists Northborough's population as 14,753 in the 2013 Annual Report of the Town of Northborough. In 2010 he listed it as 14,530.

Race/ethnicity does not break down strictly into these categories. Newer census data collect more combinations of races and ethnicities. Nonetheless, figures for the above were listed, which total 99.4% for 2010.

The incomes listed in the 2000 column are for 1999.

PROFILE OF LIBRARY

The library is still a popular destination in town, though as may be expected, the initial attraction of a new building (which opened in 2009) has worn off a little. Some of our circulation statistics are down, with a number of possible reasons. One is that our library is being used less as a place to check out books and other materials, and more as a place to use study rooms and meeting space. Meeting room use went up 38% since FY 10. Attendance in the building went up 34%. Although we have not been keeping figures on the study rooms, they are almost in constant use. We opened our Local History Room as a study room a couple of years ago to help meet the demand. We have three study rooms now, two of which can be reserved. There are limits on how long and how often an individual can use them, out of fairness to the number of people who are interested. We have also been letting people use our conference room (which seats around 12 people at a table, with more along the walls) and our meeting room (which has a capacity for up to 100 chairs) on a walk-in basis if there are no groups using them. We are reviewing this practice, as there have been individuals or small groups who have stayed all day, blocking other use. Among our most popular users have been tutors and students, though recently we've seen a few more business groups.

Another reason circulation figures are down is that more people are using digital sources. Circulation of e-books is up, but it isn't making up for the drop in print circulation. At one time there were long waiting lists on the e-books available on Overdrive, but C/W MARS has corrected this problem by purchasing more copies. Nonetheless, there is still a perception that it takes too long to get a popular e-book, and of course, many titles are not available to libraries or consortia. We know from the brief survey we recently conducted that a good number of people are reading books on Kindles or other readers, and we expect they are purchasing content or choosing free titles.

Finally, there was major road construction on Main St. in Northborough, where the library is located. Work began in early 2012 and did not finish until the end of 2013, and many of our patrons avoided coming through the center of the town. (There was more than one comment about this in our 2013 survey.) New signals were installed, including one at the intersection with Patty Lane, a dead-end street that provides access to our library parking lot. Intermittently, no left hand turns were allowed for west-bound traffic. The intersection is now fully functional, if confusing.

Despite some people avoiding the library, we continue to see an increasing number of patrons coming in with their laptops, tablets, and mobile devices to use our wi-fi and seating space.

Within the context of changing library use, we have introduced new services. The first thing we did was purchase 4 Kindle readers so that patrons could try them out. They were very popular for the first couple of years, but less so now. Models have changed, and we've been unable to update the titles on them. Meanwhile, we have started lending iPads to patrons within the library. The children's department purchased two with grant funds for services to children with Autism Spectrum Disorders. They can be used by any family. The Friends of the Library

purchased an iPad for use in the adult section of our library, which can be borrowed for two hours. They are loaded with library databases, social media, and popular services.

Two other services we started in the past couple of years are Mango, for on-line language learning, and Zinio, for magazines on tablets.

We were recently approved for LSTA funding for Conversation Circles, to address the increasing number of English language learners coming to the library. Our intent is to train volunteers to meet with those wishing to practice their English. The Senior Center has been offering similar services for older residents, but the library has always had inquiries about support for family members who need help with English.   Our usual solution had been to provide contact information for Literacy Volunteers, or volunteers that we knew. We also have CDs that are very popular, but their limitation is the loan period. Mango Languages has also given us another option with their English language component, but we knew that many people wanted the personal interaction.

STATISTICAL COMPARISONS

HOLDINGS			
	FY 2010	FY 2014	%change
Books	66,369	68,164	2.70%
magazines	2,717	2,317	-14.72%
Video	3,303	4,030	22.01%
Audio (audiobooks & music)	3,154	4,368	38.49%
Downloadables	3,242	Audio 7,220 / Video 696	144%
Electronic (games, etc.)	N/A	346	
Other	289	1,918	564%
CIRCULATION			
	FY 2010	FY 2014	%change
Books	155,336	140,218	-9.73%
Magazines	5,024	3,985	-20.68%
Video	40,896	35,787	-12.49%
Audio (audiobooks & music)	14,428	13,564	-5.98%
Downloadables	948	Audio 1,702 / Video 26	82.28%
Electronic (games, etc.)	N/A	759	
Other (museum passes, kits)	2,149	3,402	58.31%
TOTAL	218,781	204,474	-6.54%
INTERLIBRARY LOAN			
	FY 2010	FY 2014	%change
Items borrowed	18,855	21,810	15.67%
Items lent	13,168	14,584	10.75%
MISCELLANEOUS			
	FY 2010	FY 2014	%change
Attendance in library	86,852	116,742	34.41%
Reference transactions	9,832	8,099	-17.63%
Children's programs held	188	292	55.32%
Child. Program attendance	6,808	5,180	-23.91%
Teen programs held	(Teen & adult) 72	63	
Teen attendance	(Teen & adult) 717	332	
Adult programs held	(Teen & adult) 72	45	
Adult attendance	(Teen & adult) 717	499	
Volunteers	253	107	-57.71%
Volunteer hours	3,696	2,433	-34.17%
Meeting room use	641	883	37.75%

ASSESSMENT OF USER NEEDS

Our Planning Committee gave us some insight into some of the user needs, but we also solicited input from all Northborough residents. In anticipation of the new Strategic Plan, we mailed a survey to each household in Northborough in January of 2013. We also included a survey on our website. The paper surveys included the link for the electronic survey, so that more than one member of a household could fill it out. Paper surveys were also available in the library for non-resident users. We had not done a major survey for our last Long Range Plan, intending to complete one during the Plan's covered time period.

We received a total of 951 surveys, though not every question was answered fully. Survey results had few surprises, but the survey gives us a snapshot of **library use** and patron priorities. We had planned to follow up with a more targeted survey in the next year.
   Some of the results:

  67% visited the library at least once a month.
  25% visited at least once in the past 12 months.

  93% of those who visited the library in the past 12 months browsed or borrowed from the collection.
  24% used a computer.
  20% attended a program.
  18% used the library to read, study, or get work done
  18% used a meeting room
   8% used wi-fi
   7% met with someone
Respondents were only allowed to choose three items out of a list of seven, so it's very likely that people who came to check out materials also used another service.

Only 67 (7%) people said they hadn't visited the library in the past 12 months. The reasons people gave for *not* using the library:
  58% find what they need on the Internet
  20% buy what they need
  17% say the library doesn't have what they need
   3% say the library isn't open when they come

We also asked respondents to **rank library services in their importance**. Unlike the earlier question in which respondents could only choose 3 answers, this question offered 20 options and asked a ranking on all of them. Some of the services our library does not offer, but we hoped to get information about which services people may want. 16 out of 20 services were ranked as somewhat important or very important by at least 45% of the respondents. Apparently patrons value the services even if they do not use them frequently. The priorities were:

96% borrowing books, magazines, movies, music, etc.
89% requesting books, movies, music, etc., from other libraries
89% browsing the collection while in the library
88% getting passes (discounts) to area museums
79% getting help, information or a reading suggestion from a librarian
74% finding local information or events
69% studying, meeting, relaxing, etc. in a comfortable public place
60% downloading ebooks, audio, music or video from library website
58% registering for library programs or events on line
49% using wi-fi
48% using a library computer or printer
46% using the photocopier or scanner
45% attending a class on using Facebook, using an e-reader, applying for a job online; or other skill to help with entertainment or information needs
45% using the library to meet with a tutor, business associate, community club members, etc.
45% going to a library-sponsored website or database to learn a language, research ancestors, find a job, etc.
37% using self-checkout
28% sending a fax
22% getting books/movies in a language other than English
10% getting help with learning to speak or read English

Of those who used the library's *website* in the past 12 months:

53% looked for books & other materials in the catalog
27% accessed their library record
22% reserved a museum pass
18% looked up library hours
14% looked at the calendar of events
10% read news & announcements
10% downloaded ebooks, audiobooks, and videos from the catalog
34% of survey takers have not used the website at all or did not answer the question.

The final question was open-ended. There were 385 **comments**, including some from an earlier question.

86 out of 92 comments about the staff were complimentary.
Patrons were effusive in their praise of our children's programs.
Comments about ebooks were mixed; many wanted more titles to be available. Others wanted help in learning how to use their e-readers or how to download titles from the Digital Catalog. There were a few people who expressed no interest in ebooks or actual antipathy.
Patrons also wanted more best-sellers, more DVDs, and more audiobooks.

Many respondents appreciate the survey as a way of learning (or being reminded) about library services, and encouraged us to **publicize the library's value**.

There were many requests for more **library hours**, particularly in the evening (we are open three evenings) and on Sundays:

The library's hours are what prevent me from visiting in person more often.

The library should be open when people are not at work or school.

I find the Northboro library convenient, but the hours are not suitable for my schedule. 5:00 pm closing is much to [sic] early on certain nights!! Employees are excellent at Northboro :)

The library hours are difficult for people who work full-time. Too few evening and weekend hours. Would like to see more evening and weekend hours.

Expand the night-time hours to more days throughout the week.

I understand budget cuts but believe the library hours are very restrictive, especially for busy parents that work. Closing before 8 pm on Mon-Fri and at least 6 PM on Sat seems lame, considering how much we pay in taxes.

I just wish we had Sunday hours. A free library is a privilege most Americans don't really appreciate !

For both children (students) and adults you should be open on Sundays.

Second Survey.

We ran a smaller survey this past summer as funding did not allow for another mailing to every household. The survey was posted on our website (with a link to SurveyMonkey) and advertised in our newsletter. We also alerted people by sending out an e-mail through Constant Contact, and had paper copies available in the library and Town Hall. Though we only had about 100 responses, we were interested in how people accessed the material they read, view, or listen to. As a library we are assessing the resources we devote to physical materials as opposed to electronic resources (this was also brought up within the Citizen Planning Committee). We wanted some specific feedback on our website, too, which we are working to change. And we wanted specific responses to the ongoing requests for more library hours.

Reading habits.

96% of survey takers read printed books in the past twelve months.
 47% read e-books.
72% read print newspapers and magazines.
34% read electronic versions.
31% of readers listened to audiobooks.
 These printed (or recorded) materials were not necessarily from the library, but gave us an indication of reading preferences by format. Since the percentages totaled more than 100%, obviously people are often enjoying more than one format.

For visual media, 78% view DVDs or Blu-rays compared to using an online video service (51%) or television service (71%). We did not ask how many people watch movies at a commercial theatre.

Music listeners had a closer range of preferences, with 64% enjoying CDs or MP3 disks, 61% using radio (including subscription services), and 53% using on-line music such as Pandora or Spotify.

We asked respondents to advise whether to continue **purchasing** all the items listed, regardless of their answers to the previous questions.

98% of respondents believed the library should continue to buy printed books.
53% wanted felt the same way about printed newspapers and magazines.
63% wanted the library to purchase e-books
33% thought we should purchase electronic versions of newspapers and magazines.
79% of survey takers thought the library should continue to buy DVDs.
62% thought the library should purchase physical audiobooks.
42% thought we should buy music CDs.

As reinforced in our annual statistics (see chart on p. 6), 61% of survey takers have borrowed an e**-book, audio book, or downloadable video from our digital catalog.**

We gave respondents an opportunity to choose one of three options for more **library hours.** The favorite choice was Sunday hours from 1 to 5 p.m., at 46.34% of votes. The second favorite was Thursday evening from 5 – 8:30 p.m., with 34.15% of votes. The third choice was Monday morning from 9:30 a.m. to 12 noon, with 19.51% selecting this option. The library has never been open on Sundays, but we lost Thursday evening hours and Monday morning hours when we lost library staff five years ago.
If the only way we could offer Sunday hours was through private donations (as done in a neighboring town), 89% would *not* be willing to fund a Sunday at $500. (Though one respondent offered to chip in $50 with others!) 11% said yes; apparently several people did not answer.

We asked for people to tell us what they'd like to find on our **Website.** 67 (69%) people skipped this question. Perhaps the open-ended format was too difficult. The fact that a couple of people cited information that is already there (the catalog) tells us something, along with comments that it is "too busy" and "too difficult to navigate."

Another open-ended question was for general comments. Again, 67 people skipped this question. Those who commented were mostly positive.

Vision Statement

The library is a key partner in a welcoming and safe community that values learning, participation, cooperation among organizations, and the pursuit of both individual and group interests.

Mission Statement

The Northborough Free Library provides materials, space, access and opportunities for members of the community to learn and discover; to enrich their lives and further their personal goals; and to engage with others in a comfortable environment.

GOALS, OBJECTIVES AND ACTIVITIES

I. Provide materials for patrons to enjoy either at home or in the library, as well as provide access to digital resources for in-house or remote use.

Objective 1: Improve the adult music selection over a 3 year span with more variety and new titles.

> Activities for FY 16:
> a) Switch the adult CD collection to a user-friendly classification (instead of ANSCR):
>> Brainstorm categories with staff and make final selections;
>> Re-catalog and re-label the CDs;
>> Shelve in new divisions and create new signage.
>
> b) Begin using a selection tool such as one offered by Midwest Tape to identify popular new titles in various music categories.
>
> c) Allocate at least 5% more of the non-print budget on music collection.

Objective 2: Increase e-book selection available to patrons throughout FY 2021.

> Activities for FY 16:
> a) Collect recommendations for eBooks titles throughout the fiscal year.
>
> b) Send recommendations to C/W MARS staff on a quarterly basis for addition to Overdrive catalog.
>
> c) Participate in the MA eBook Project, a statewide program to offer additional eBook platforms.

Objective 3: Purchase collection of reading materials for adult learners of English to support the grant-funded Conversation Circles through FY 16.

Activities for FY 16:
a) Identify publishers and distributors of materials for new learners of English;

b) Select, order, and catalog titles.

Objective 4: Provide new e-readers, tablets, or other mobile devices for patron use for access to electronic content through FY 2021.

Activities for FY 16:
a) Evaluate use of iPads in children's and adult areas of the library.

b) Update apps on the iPads according to recommendations of patrons and staff.

c) Secure funding for additional iPads or other tablets as demand warrants.

d) Replace Kindles with newer models and download new titles.

e) Provide additional opportunities to learn how to use the various electronic devices.

II.   Create and support opportunities for life-long learning.

Objective 1: Provide a structured environment for adults to take free on-line classes (MOOC such as Ted Talks) through FY 17.

Activities for FY 16:
a) Identify interested participants to select on-line classes and establish schedule.

b) Determine the best method for taking the class: using the library's computer lab; projecting a class from a laptop onto a screen in the meeting room; or using laptops in a smaller room.

Objective 2: Continue Conversation Circles begun during FY 15 to help new English learners become proficient.

Activities for FY 16:
a) Schedule meetings as outlined in grant application.

b) Hold bi-monthly Mango Language tutorials in computer lab.

    c) Hold quarterly meetings with volunteers.

    d) Purchase materials and supplies as needed for volunteers and participants.

Objective 3: Schedule programs and events to enhance learning opportunities for all patrons through FY 2021.

Activities for FY 16:
a) Offer at least one program per month from outside speakers or performers.

b) Plan a thematic Discovery Week for homeschoolers and others. Add additional themes/weeks as staffing and time allow.

c) Conduct an "Open House" in a festive atmosphere to introduce on-line services the library offers, including how to download digital material.

III. Engage the community in outreach and partnership with the library.

Objective 1: Identify and recruit volunteers to plan & run library programs through FY 2021.

Activities for FY 16:
a) Identify and recruit volunteers to plan programs for older adults, using Benoit fund to pay for speakers and supplies.

b) Recruit volunteers to run the Conversation Circles through FY 17.

c) Recruit volunteers to offer one-on-one tutoring sessions for using e-readers and other electronic devices.

Objective 2: Co-plan programs with the Senior Center, Recreation Dept., Schools, etc.

Activities for FY 16:
a) Work with the 250th Anniversary Committee for the Town of Northborough to plan programs to celebrate Northborough's history.
b) Partner with the Senior Center to create programs geared to Senior Citizens, with funding through the Benoit Fund established for this purpose.

Objective 3: Establish a formal Homebound delivery program

Activities for FY 16:
a) Recruit volunteers to deliver library books and other materials to homebound patrons (elderly, disabled, sick, etc.).

b) Work with Police Dept. and Senior Center to do CORI checks, establish safety procedures, and get advice.

c) Establish procedures with Circulation Desk staff.

d) Advertise service through the Senior Center, Helping Hands organization, and Whitney Place (assisted living facility).

IV. Expand access to library services.

Objective 1: Restore and/or add library hours within 3 years.

Activities for FY 16:
a) Brainstorm ways to fund (or solicit tax support) for additional evening hours/Sunday hours with Trustees, Friends, and other key players.

b) Provide comparative data on similar sized libraries to make a better case to the town administration.

Objective 2: Improve website and social media presence to reach the community and improve ways of using remote services.

Activities for FY 16:
a) Work with new website template to streamline home page and to provide attractive content on inside pages.

b) Include website design discussion in at least two staff meetings per year.

c) Solicit staff input for Twitter accounts to enable an update at least once a week.

RESULTS OF "SOAR" EXERCISE BY STRATEGIC PLANNING COMMITTEE

STRENGTHS

1. Good programs for kids (story times, summer reading, special programs for children with autism).
2. The separate areas for teens and other age groups. Makes the library more accessible and comfortable; one group doesn't interfere with another.
   The teen room is amazing -- there are things to do, and a place to hang out.
3. Connections to other libraries (C/W MARS, for example).
4. Free to users.
5. The competence (good training) of the front desk staff.
   Consistently helpful, friendly staff.
6. Beautiful facility.
7. Museum passes.
8. Outreach to students – the promotion of the summer reading program with classroom visits. Every student is encouraged to participate.
9. The end-of-summer reading celebration.
10. School/library cooperation, including promotion by schools of the library's summer reading program.
11. The Vital Records collection.
12. The movie (DVD) collection.
13. The lobby is set up really well, with the new books right outside the children's room and the check-out desk nearby.
14. The library staff is helpful & makes the check-out process easier.
15. Good website.
16. Electronic notices & renewals.
17. MANGO database
18. Connections – building flow, other agencies, between people
19. Newsletter
20. Accessible location.
21. E-books
22. Computers & wireless Internet; wi-fi a big draw for teens.

OPPORTUNITIES

1. More copies of e-books.
2. More music CDs – more variety and more current.
3. More hours – evenings, Sundays.
4. More programs for older teens (upper grades); targeted to them (not mix 6th grade and 12th grade in same program).
5. More focus on older children in children's room
6. Programs for older adults – e.g. computer classes.
7. More use of social media.
8. ESL classes/programs
9. Support efforts of those taking college classes on-line (MOOC); set a schedule for a group of people to take the class together with a facilitator. A study group.
10. Use Cable TV more to reach non-users
11. Have teens develop social media such as Tumblr with teens as audience, highlighting the library as part of it. Make it part of the paid job of the pages.
12. Programs for homeschoolers. Have a theme for the day and highlight books, displays, and activities.
13. Home delivery.
14. More opportunities for volunteers.
15. Develop an outreach program.
16. Have an Open House (maybe annually) & invite community in, and highlight library services. Social event with refreshments when library isn't usually open.
17. Career opportunities. Invite mentors to guide H.S. prospects. One night a month. By registration.

ASPIRATIONS

1. Embrace technology/social media. The library is keeping up with the times.
2. Presenting the library in a digital age.
3. Expanding outreach to older and younger generations. Forming more partnerships.
4. The library is more connected to the community and builds on existing programs.
5. Becoming more accessible by expanding hours.
6. Having sufficient human resources to expand services appropriately through goals and roles.
7. Put money into space & access more than for housing a physical collection.
8. Have a vision of a balance between physical collection & ways to access information and entertainment.
9. A more graphically inspiring website – more modern.

RESULTS

1. More people coming to the library, talking about the library & becoming interested & excited (a buzz).
2. More volunteer activities.
3. More staff and hours.
4. Increased circulation of print, e-books, media.
5. Increased use of website.
6. "Budget enlightenment" – administration recognizing value of library to community and giving adequate funds.
7. Branding that emphasizes all library roles; a slogan.
8. We will have identified different roles.
9. Being responsive to the needs of the community. People feeling like the library is OURS, not the library's.
10. Become more of a community meeting point.