

LIBRARY DEVELOPMENT PLAN

HUBBARD MEMORIAL LIBRARY

FEBRUARY 1993

Prepared by Judy Kelly, Library Director, and the Trustees of the
Hubbard Memorial Library, using The Small Libraries Planning
Process Workbook. Assistance provided by Mary King,
Western Massachusetts Regional Library System

I. COLLECTION DEVELOPMENT

GOAL III: Create a popular CD collection in FY94.

- Objective 1: Purchase popular CDs (jazz, rock, Broadway show tunes) with strong consideration given to patron requests.
- Objective 2: Consider moving the existing CD collection after purchases have been completed, to heighten visibility of the new collection.
- Objective 3: Publicize the new collection with signage and newspaper releases.

II. SERVICE TO THE PUBLIC

GOAL I: Improve all shelving signage in the library.

- Objective 1: Install last unit of shelving in the adult stack area, so collection can be moved into place by May 1993.
- Objective 2: Once the collection is moved, put up temporary signs on all shelving units until permanent signs are printed and can be installed.
- Objective 3: Try to have all signs in place (whether temporary or permanent) by October 1993.

GOAL II: Improve building safety for those who use the building's elevator.

- Objective 1: Install an emergency telephone in the elevator immediately.

GOAL III: Purchase a FAX machine for public use.

- Objective 1: Investigate types of machines and costs involved by December 1993.
- Objective 2: Check the state contract for pricing and a supplier.
- Objective 3: Factor purchase of a FAX for public use into FY95 budget. If this is not possible, consider asking Friends of the Library to help fund the purchase.

GOAL IV: Staffing the library.

- Objective 1: To increase staffing, write an article for submission at the next Annual Town Meeting requesting the position of library page be added to the town's classification system. Aim for submission of the article at each Town Meeting, until its acceptance.

Library Development Plan
Hubbard Memorial Library

INTRODUCTION TO THE PLANNING PROCESS

This plan was produced using the Small Library Planning Process, a planning guide for small public libraries in Massachusetts. The purpose of the Planning Process is to help a library identify and analyze community and library needs, determine library service roles, and develop goals and objectives which address short and long-range library problems.

The Hubbard Memorial Library has undertaken the planning process for the following reasons:

1. To assess and evaluate the community's perception of the library and its programs and services.
2. To better serve the assessed needs of our constituency.
3. To effectively respond with collection development, with policies and procedures that meet the requirements of our community.

This plan was developed by the director and trustees of Hubbard Memorial Library with the assistance from the Western Massachusetts Regional Library System (WMRLS). The director served as primary resource person, gathering and analyzing data, identifying library needs, preparing drafts for trustee consideration, making recommendations to the trustees, and working closely with a WMRLS staff member in development of the planning draft. Trustees served as the planning committee, reviewing information and drafts presented to them, acting upon the director's recommendations and approving elements of the plan as they were developed.

The plan produced by this process will serve as a blueprint to guide library service development for the next three years. The plan is not static. It will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop, and conditions change.

PART II

COMMUNITY DESCRIPTION

LOCATION:

Ludlow, in Hampden County, is located in southwestern Massachusetts, bordered on the north by Granby and Belchertown, on the south by Wilbraham and Springfield, on the east by Belchertown, and on the west by Chicopee. It is approximately 47 miles from Worcester, 30 miles from Hartford, CT, and 84 miles from Boston.

GEOGRAPHIC FEATURES:

Area: 28.48 square miles. 89.68 total road miles.
Elevation: 700 feet (highest point) at Minnechaug Mountain
225 feet (lowest point) at State Street near the #10 mill
Land use: 17,280 acres total. 3096.4 acres residential, 105.5 acres commercial, 238.4 acres industrial, 716.2 acres urban, open public, 405.7 acres tilled land, 11,733.6 acres undeveloped, 761.6 acres water.

TYPE OF COMMUNITY:

Residential suburban community. 21.63% of residents work in Ludlow; 78.37% commute to work outside of Ludlow. Significant growth occurred between 1980 and 1990 in Ludlow, due to the town's proximity to Chicopee and Springfield, and ready access to the Massachusetts Turnpike and Interstate 91. Formerly a mill town producing jute and twine for the United States Postal Service, the town has become a bedroom suburb. While small businesses have replaced the mills; residential growth has dominated. Ludlow Hospital is a major medical care unit; a new employer in the community is the Hampden County Correctional Facility at Stony Brook. Memorial Park, Memorial Field and Haviland Pond provide local recreational opportunities. The makeup of the community is also influenced by the many immigrants who moved from Scotland, Ireland, Poland and Portugal to work in the jute mills. Ludlow's Our Lady of Fatima Festival is one of the Pioneer Valley's largest ethnic celebrations.

POPULATION:

The 1990 census lists 18,820 residents of Ludlow. 5.8% under 5, 19.6% school age, 60.1% from 20 to 65, and 14.6% over 65. Population density per square mile is 666.77. The median age is 36.35 years. There are 9,537 registered voters (February 1992). The population is expected to decline to 18,527 by 1995 due to adverse economic conditions. Many major employers in the local area have either experienced cutbacks or have closed within the past two years.

PART III

LIBRARY DESCRIPTION

HISTORY:

In 1881, Charles T. Hubbard, founder and general manager of the Ludlow Manufacturing Company established a library for his employees. The library was housed in the Old Tavern House, and consisted of a reading room and connecting social room. The original collection of 400 volumes and several magazine subscriptions grew, and as the collection grew, the library moved to larger quarters. Hubbard died suddenly in 1887. His widow and their children presented the bequest to Ludlow that built the present Hubbard Memorial Library in 1889. Benjamin F. Burr, a town selectman accepted the building from Charles W. Hubbard, son of Charles T. Hubbard, for the town. John E. Stevens of Ludlow Manufacturing donated a collection of 2500 - 3000 volumes for the new library building.

The first trustees were appointed in 1890 and served until elections took place in 1892.

In 1989, 100 years after the original building was accepted by the town, an addition/renovation project began. Funded partially with LSCA Title II Construction funds, the new building opened to the public in October 1990. During construction, although most of the collection went into storage, the library maintained a temporary site. The new building has contributed to an upsurge in use: meeting room space is in constant demand for ESL and citizenship classes, literacy tutoring, mental health advocacy groups, and community meetings.

GOVERNANCE:

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

Other population statistics:

- 20% of the population speak Portuguese
- 99% of the residents are white
- 23.6% are employed in manufacturing
- 25.4% are employed in retail work
- 37.0% of the population have high school degrees
- 11.8% have college degrees
- 33.3% have less than 12 years of schooling

LOCAL HISTORY:

Ludlow was first settled in 1685 when it was feared that the "outward commons" could be restored to the English crown. The Ludlow territory was divided among 19 proprietors, although none settled on the land until 1750 when 200 residents petitioned for independent incorporation. Originally known as Stony Hill, a district of Springfield, desire for incorporation was brought about because of the difficulty in crossing the Chicopee River which divided the two communities. Settlement was fairly slow until 1774.

Originally a farming community, the first manufacturing companies in town made use of the river power to set up saw mills and small furniture-making businesses. The Springfield Manufacturing Company was organized in 1814 by local investors to manufacture cotton goods. Bankrupt by the mid 1800s, the mill buildings were converted to produce jute and twine for the Postal Service. Ludlow Manufacturing Company, at one time the largest employer in Ludlow, ceased operation in the early 1900s. The mills are quiet now, replaced by smaller companies.

The Ludlow Manufacturing Company drew the Portuguese immigrants inland from coastal New England to Ludlow. Arriving in New England as indentured servants, they worked for two years in the mills before moving on to other jobs in the community. The Portuguese community today is between 25% -33% of the population. Portuguese is still spoken in 20% of Ludlow's homes.

ECONOMIC PICTURE:

The continued lay-offs and closings by local employers (banks, insurance companies, computer firms, factories) has contributed significantly to economic uncertainty for local residents. Drastic cuts in local aid during 1991 put many new constraints on municipal budgets. As has occurred in surrounding communities, not only have override votes of Proposition 2½ failed, but attempts to place second override questions on the ballot have met with failure. Departmental budgets have been level-funded or reduced. The Ludlow Strategic Plan was devised in 1991 to serve as a guide to managing Ludlow's future growth and development. Ludlow hopes to encourage commercial and industrial development by amending zoning while avoiding land use conflicts. The preservation of remaining forest and farm land is a high priority with local residents.

Ludlow has a Representative Town Meeting form of government. There are five elected selectmen. Town meetings are open to all residents; precinct voters represent five precincts, cast ballots on all budget and municipal decisions. Committee and board members are elected and appointed.

- Total property valuation (1990): \$989,428,268
- Residential property (1990): \$827,491,040
- Commercial property (1990): \$ 82,612,475
- Industrial property (1990): \$ 48,105,475
- Tax rate 11.66 per 1,000 valuation

INDUSTRY:

The major employers for this community are located outside of the community. Ludlow has many viable small businesses. Ludlow Hospital, a local health-care provider is a major employer. The newly-built Hampden County Correctional Facility at Stony Brook also employs significantly from the community.

ISSUES OF CONCERN TO THE COMMUNITY:

- C --The impact of the building and operation of the Hampden County Correctional Facility on Ludlow
- Costs of closing the local landfill in March 1993
- Financial ramifications of a substantial payout to town employees on health insurance

STAFFING:

FTE: 5.26

5 staff members

1 Children's librarian	36 hours
1 Library technician	36 hours
1 Library technician	36 hours
1 Library technician	36 hours
1 Library director	Full-time, salaried
1 Volunteer	8 hours

HOURS OPEN:

Monday:	10-5	
Tuesday:	9:30-8	
Wednesday:	9:30-8	
Thursday:	9:30-8	
Friday:	10-5	
Saturday:	9:30-2	(Closed July and August)
Sunday:	Closed	
Summer:	45½ hours	
Winter:	50 hours	

COLLECTION:

The library collection contains 39,688 volumes; included are: large-print books and magazines, newspapers, an extensive paperback collection, fiction and non-fiction videos, a classical CD collection, circulating puppet collection, books-on-tape, and media kits for children. In general the condition of the collection is improving as extensive weeding has been undertaken both before and after the move to the new building. The children's collection still has too many materials that are old and/or in poor condition. High-use areas of the collection are always in circulation and thus subject to increased wear and tear. The materials budget is woefully underfunded, hampering the needed replacement of picturebooks, easy readers and non-fiction materials. New non-fiction and Portuguese language books for children and adults need also to be considered as vital to enhancing the use of the collection. The children's reference area has improved considerably in the last 1½ years, and is heavily used by children, their parents and teachers.

Despite weeding, the adult collection still contains too many outdated materials, particularly in the sciences. The 600s routinely fall short of borrower demand, especially in the reference area. Because the library has a substantial non-English speaking population, there is high demand for language tapes, dictionaries, and citizenship materials with special need for English/Portuguese translations. Because the library offers meeting room space to literacy groups and ESL tutors, there has also been an increased demand for GED videos and study manuals.

The video collection, very strong in non-fiction, has recently seen the addition of movies and children's videos. The circulation in that area has shown marked improvement with a 45% increase since 1991.

Based on requests for popular CDs, there are plans to add them to a fairly comprehensive classical CD collection. Again, the addition of popular fiction in books-on-tape format has increased the circulation of that part of the collection.

Circulation for the collection as a whole is still low compared with other libraries in this population group, but the materials expenditure per capita is also low. If the materials budget were increased, there would be a corresponding rise in circulation.

The library has an extensive World War II collection, and has recently finished the cataloging of a large private collection devoted to the Vietnam War. Student use of both of these collections is very high.

COLLECTION STATISTICS:

Books:	39,688	
Adult volumes:	26,455	(YA fiction included here)
Children's volumes:	13,233	(YA non-fiction included here)
Non-print materials:	984	
Periodicals:	131	
Adult subscriptions:	108	
YA subscriptions:	4	
Children's subscriptions:	19	
Audio Visual materials:	984	
LP records:	5	
Videocassettes:	455	
Audiocassettes:	306	
Compact discs:	120	
Other:	98	

CIRCULATION:	1991	1992	% increase
Adult:	43,165	49,472	13%
Children:	30,254	38,260	21%
Non-resident:	6,543	9,435	31%
Interlibrary loan:	495	706	30%

COMPARATIVE LIBRARY DATA¹

The following comparison of key financial and usage data for the Hubbard Memorial Library with the average for libraries in its population group provides a good illustration of how the library compares with similar libraries.

<u>Item</u>	<u>Ludlow</u>	<u>Population Group Mean-WR</u>	<u>Population Group</u>
M			
Operating Income	9.25	16.59	19.52
Municipal Appropriation	7.90	15.10	17.90
Salary Expenditure	4.055	11.07	13.23
Materials Expenditure	1.72	2.70	3.28
Circulation	3.39	8.62	8.24
Lib Bgt % of Gen Fund ²	.6%	NA	1.4%
Support Ranking ³	99	NA	NA

(Summarize what this comparison means in terms of library strengths, weaknesses and needs)

CONCLUSIONS:

In analyzing the financial statistics and circulation data for Ludlow, the library's budget is underfunded in every aspect. However, preliminary data for FY92 will show increases in circulation per capita (4.64), salary expenditure (4.99), and materials expenditure (1.83). Overall the library's budget must be increased over time. Inadequacies are painfully obvious in every category. The cost of operating a new building and adding personnel to staff the facility must be addressed.

1

See Massachusetts Public Library Data: Selected Statistics, FY91. Massachusetts Board of Library Commissioners. July 1992.

2

% of general fund appropriated for library service in FY90. See FY90's Municipal Pie...What's Your Library's Share? Mass. Board of Library Commissioners. May 1992.

3

Ranking (from highest of 1 to lowest of 322) of a municipality's FY90 financial commitment to library service. See Ranking System for FY92 MAR Waiver Process. Massachusetts Board of Library Commissioners. 1992

PART IV

BASIC LIBRARY SERVICE

The library's effectiveness is determined by its ability to meet at least the basic, primary library service needs of its community. This planning process uses several methods to determine the effectiveness of basic library service:

- Analysis of eleven key elements essential to the provision of basic library service;
- Compliance with state minimum library service standards;
- Satisfaction of library standards for children's services established by the Massachusetts Library Association;
- Ability to fill service roles to the extent required to meet community needs.

Each method is described below, accompanied by an analysis of how the Hubbard Memorial Library measures against each one.

The Elements of Basic Library Service

The sole purpose of a public library is to meet the library needs of its community. Libraries differ in services, resources, and internal operations because their communities differ, but there are certain basic requirements essential to effective library service in all communities. These have been defined in the Small Library Planning Process as the Eleven Elements of Basic Library Service. Each element specifies certain conditions which libraries must satisfy in order to provide a minimum level of acceptable library service.

The elements defined, and a summary of how well the Hubbard Memorial Library meets each basic element follows:

1. Suitable facility. Inviting, comfortable, user-oriented, meets accessibility codes, large enough for collections, user seating, and services.

The new addition and renovated building are both inviting, pleasant to be in and use. The children's room is especially inviting. The lower level (adult stack area) is unlikely to accommodate 10 years of collection growth without the addition of more shelving and the removal of patron seating.

2. Hours. Beyond complying with "Minimum Standards", selection of hours that are convenient to users,

The library is open six days a week; 3 weekday evenings encourage meeting room use and enable ESL/citizenship tutors to meet with their students after normal work hours.

3. Staff. Knowledgeable, friendly, skillful, resourceful staff responsive to user needs.

The library's staff is an enthusiastic, hard-working team. Service to the public is paramount; the staff has worked hard to develop and maintain a reputation for professional service to users. However, while the size of the building has quadrupled, staff size has dropped. Adequate coverage in the building is an issue, not only for patron assistance, but for safety.

4. Materials. Up-to-date, currently useful collections developed to meet local popular needs and interests.

The collection is well-maintained, although staff constraints hamper an ongoing weeding process. Areas of the collection that need more current materials are: the children's collection, adult non-fiction (sciences and technology), compact discs (popular), and Portuguese language materials for children and adults.

5. Written policies. Library operations, personnel management, materials selection, interlibrary loan, and other important practices defined in writing and adopted by the board.

As part of the Small Library Planning Process policies for the library are not only being written, but many older, dated policies will be revised.

6. Telephone. Library services accessible to patrons by telephone; regional; and state support resources accessible to library staff. In larger libraries telephone answering machine, FAX machine, adequate number of phone lines, inhouse phone system to make services efficient and convenient for patrons and staff.

Telephone service is available. A telephone answering machine has recently been purchased to operate during hours the library is closed. Purchase of a FAX machine is under consideration for public/staff use. There are currently three phone lines in service to the library building.

7. Informed and supportive trustees. Board which seeks and uses information on library issues and resources, becomes knowledgeable about community needs, and strongly advocates support for adequate library service at the local level.

The Board of Trustees are active and involved members of their community. They are knowledgeable about the library, its role in the community, and strongly advocate for increases on the library budget.

8. Adequate funding. Budget supports staffing, materials and general operations required to meet the particular service needs of the community.

Operating income, municipal appropriation, materials and salary expenditure are all well below the group mean for the Western Region. The library is tremendously underfunded compared to Western Region standards and state standards. The materials budget is adequate with the addition of LIG/MEG funds, but the local appropriation is not. The library budget has not risen to accommodate the needs of a much larger facility and the resulting increases in circulation, patron use of the building, and demands on staff.

9. Publicity. Active public relations program promoting good library service.

All library programs are very well-publicized. Meeting room use by local community groups is sought and encouraged. Outreach work done by the Children's Librarian helps greatly to publicize the library's collection and special programs. The Friends of the Library hold special events throughout the year to promote library visibility, as well as support storytime programs.

10. Planning and evaluation. Ongoing process which ensures that library services are adequate for and compatible with community needs.

The library is developing a long-range plan using the Small Library Planning Process.

11. Interlibrary loan access. Reliable access to other collections through regional reference services, interlibrary loan and other resource sharing. For larger libraries, participation in an automated network, other cooperative agreements, and monitored levels of activity as a lender and a borrower.

Interlibrary loan requests have increased 30% from 1991 to 1992. Access to interlibrary loan is an important borrower service.

Hubbard Memorial Library satisfies the Eleven Basic Elements of Library Service, however, adequate funding is a serious issue that must be addressed if the library is to prosper. Deficiencies in funding will continue to adversely affect collection development, staffing, will impact building maintenance. The lack of written policies in all areas must also be a priority in the coming year.

Minimum Standards for Library Service

The Commonwealth of Massachusetts provides annual grants to public libraries which meet minimum standards and funding requirements contained in the Code of Massachusetts Regulations, 3.00 and 4.00. The program is administered by the Massachusetts Board of Library Commissioners.

For libraries serving municipalities with populations of 15,000 to 24,999 these regulations are as follows:

- Be open to all residents of the Commonwealth.
- Make no charge for normal library service.
- Be open a minimum of 50 hours a week, including some part of 5 days and some evening hours.
- Employ a library director who has a Master of Library Science degree.
- Spend a minimum of 15% of total annual budget on books and other materials.
- Extend borrowing privileges to holders of cards issued by other public libraries which comply with these requirements.
- Municipal appropriation for library service is at least 2.5% greater than the average library appropriation for the last three years. (For FY93, the municipal appropriation must be at least 95% of the average of the appropriation for the previous 3 years).

These regulations specify minimal requirements - they are not indicative of effective library service - but they do define a base below which effective service cannot be provided.

Hubbard Memorial Library has been able to meet the minimum standards. The past two-three years have been fiscally challenging in the face of decreased local budgets. LIG/MEG funding has enabled the library to support a reasonable materials budget, while lack of funding for increases in staff did affect hours of service for FY92. That has been remedied for FY93.

Standards for Public Library Services to Children

A third way to judge a library's ability to serve its community is to consider the quality of service to children. Standards for Public Library Services to Children in Massachusetts was developed by the Massachusetts Library Association in 1987 to guide libraries in an on-going evaluation and development of children's services. Among the requirements specified in the standards are the following:

- Provision of a separate space for children's services.
- Employment of a qualified librarian responsible for services to children.
- Development of a collection of diverse materials in various formats.
- Offering a variety of programs which excite children about literature and promote library use.

The Hubbard Memorial Library meets all of the above Standards for Service to Children. The Children's Room is a separate floor of the library building; the same hours are kept in the Children's Room as for the rest of the library. A qualified librarian is responsible for services to children, which extends to cooperative work with the local schools, programs for daycare groups and preschools, and a regular schedule of story time programs. Materials selection is still somewhat limited due to budget constraints, but vast changes in the development of the collection have taken place in the past two years. The generous help of the Friends of the Library has made possible an ongoing series of programs of special interest to children and their families.

Service Roles

Service roles are a fourth way to measure effectiveness of basic library service.

They are described in the following section.

Level of Service

The Small Library Planning Process describes three levels of service for each role, each of which requires a specified amount of resource support (staffing, collections, equipment, funding) and service activity to fill it to that level. Level 1 defines the minimum needed to fill the role in any community. Level 2 calls for more resources and activity to meet a greater need. Level 3, requiring the highest effort, is appropriate in libraries where both the need, and the funding to meet it, is greatest.

Few small libraries find it possible or necessary to exceed Level 1 for any role. This is the case with the Hubbard Memorial Library. The library is fully capable of filling all roles to the extent necessary and it does so at Level 1 for all four.

PART V

LIBRARY SERVICE ROLES

The services provided by public libraries may be categorized by role, i.e. by their function, purpose and use. All viable small libraries must fill four central roles to the extent needed in their community:

- Provision of **popular materials** (for reading, listening, viewing) to adults and children;
- Provision of materials and information to satisfy the needs and interests of **independent learners**;
- Provision of materials and information to students engaged in **formal education** programs offered by public/private schools, colleges, and other formal programs of study;
- Provision of information about **community activities** and resources, meeting space (if available) for community groups and other services which make the library an important community resource and focal point.

The Hubbard Memorial Library's service roles listed according to their use are as follows:

	Circulation	In-Library	Reference	Funding
Popular Materials	70%	45.5%	29.5%	72%
Independent Learning	14%	28.5%	41%	15%
Formal Education	16%	26%	29.5%	12%
Community Activities	NA	4744*	NA	0%

These priorities are reflected in the library's Mission Statement which follows this section.

* Actual attendance for meeting room/program use.

B. SOLUTIONS

1. Request through Town meeting that the position of library page be added to the library's classification plan.
2. Continue to solicit the help of volunteers for some clerical tasks, to free up staff for other duties.
3. Consider with the Trustees, periodic "administrative" days to enable staff to catch up on tasks.
4. Investigate other library classification systems with emphasis on unionized staff and make recommendations to the Trustees on procedure to create Children's librarian position in the town's classification plan.

III. FACILITIES

A. NEEDS

1. Signage in the children's and adult stacks must be installed on bookcase ends.
2. Final shelving unit in the adult stacks need to be put together so that the nonfiction collection can be shifted.

B. SOLUTIONS

1. Put up temporary signs while permanent signs are completed at printer.
2. Request that the library's custodial contractor put up shelving unit in the adult stacks.
3. Weed the area to be moved; shift books into new location.

PART VIII

GOALS AND OBJECTIVES

The heart of this plan is its goals and objectives. They provide the framework upon which the plan is based. Goals indicate what issues the library must address in order to effectively meet the needs of the community. Objectives specify how it will go about addressing these issues and the date by which this work will have been completed. Activities provide more detailed information concerning how the objective will be met. Goals, objectives and activities define in concrete terms where and how the library will focus its efforts in order to provide the best possible service to the community. Because they identify what needs to be done and spell-out how it will be done, goals, objectives and activities provide assurance that the plan will work.

I. COLLECTION DEVELOPMENT

GOAL I: Improve the children's materials collection.

- Objective 1: Weed all areas of the collection that have not been recently weeded, by December 31, 1993.
- Objective 2: Apply for an LSCA Title I grant for funding to purchase new materials.
- Objective 3: Investigate sources for Portuguese language materials in various media for children by September 1993.

GOAL II: Improve the adult nonfiction collection.

- Objective 1: Weed the science/technology materials by December 1993.
- Objective 2: Assess the reference collection in the sciences, discarding dated titles by June 1993.
- Objective 3: Purchase appropriate materials to enhance that area of collection (circulating and reference) by February 1994.
- Objective 4: Inventory current GED manuals and videos, ESL materials, and citizenship manuals by June 1993.
- Objective 5: Purchase additional copies of all materials that are in high demand by July 1993.
- Objective 6: Produce a list of local literacy programs (with telephone numbers) to give to borrowers at the circulation desk. Have the list available in English and Portuguese by September 1993.
- Objective 7: Examine the gift book collection as yet uncataloged by June 1993.
- Objective 8: Choose those titles to be added to the collection; add remaining titles to the Friends book sale.
- Objective 9: Set up a schedule to catalog gift books by December 1993.

PART VII

NEEDS ANALYSIS

I. COLLECTION DEVELOPMENT

A. NEEDS

1. Children's fiction and nonfiction collection contains materials that are dated and/or in poor condition.
2. Children's picturebook collection still has too many worn titles.
3. Children's collection lacks titles in Portuguese for use by families.
4. Adult nonfiction collection in science/technology is outdated.
5. Adult nonfiction in print and video formats for GED and ESL needs additional copies to meet high demand, especially during test-taking times.
6. Borrowers are requesting popular CD titles.

B. SOLUTIONS

1. Weed the children's fiction and nonfiction collection.
2. Apply for an LSCA grant for children's collection development in those areas noted under Needs.
3. Weed the sciences/technology area in the adult stacks.
4. Purchase topical material (circulating and reference) in the sciences.
5. Add copies of GED materials in response to high demand.
6. Purchase additional copies of material for ESL learners and those taking citizenship classes.
7. Select and purchase a core collection of popular CDs.
8. Publicize the new collection with appropriate signage.

II. STAFFING

A. NEEDS

1. The library is understaffed; staffing has not improved, while the building is four times larger.
2. Staff cannot keep pace with the greatly increased workload generated in the new building - circulation, reference inquiries, processing materials, etc.
3. Children's librarian position is not classified as a professional position.

Objective 2: Until such time as page positions can be added to the personnel budget, advertize for volunteers to help with shelving materials and other clerical tasks. Advertizing is an immediate priority.

Objective 3: To reach potential volunteers, contact the Senior Center, the high school guidance office and the Volunteer Center in Springfield, by June 1993 in anticipation of high use over the summer by children and parents.

III. INCREASE LIBRARY FUNDING

GOAL I: Improve library's visibility in the community.

Objective 1: Extensively publicize all library programs and activities. Highlight special collections and gifts.

Objective 2: Publicize children's programs with the local schools, preschools, and day care centers.

Objective 3: Enlighten and educate Finance Committee members with documented facts and statistics that support the library's case for an increased budget. These objectives are all ongoing.

PART IX

PLAN REVIEW AND REVISION

This plan has been developed to cover the next three years. Progress in meeting goals, as measured by achieving objectives and completing activities, will be evaluated by the library director and board of trustees on the anniversary date of the plan's implementation. This evaluation may result in the addition, deletion, or revision of objectives in response to changes and new developments. At the end of three years, a new plan based this one and with new goals and objectives will be developed and implemented.