

Brooks Free Library
739 Main St., Harwich, MA 02645
Phone: (508) 430-7562
Webpage: www.brooksfreelibrary.org

Long Range Plan FY2014-FY2018

Sept. 30, 2013, with amendments approved by
the Library Board of Trustees Oct. 9, 2013

Mission Statement: The mission of the Brooks Free Library is to promote full and equal access to information and ideas, the love of reading, the joy of learning, and engagement with the arts, sciences and humanities.

Vision Statement: Brooks Free Library provides access to a world of ideas in the heart of the community.

SECTION I. Background

Introduction:

The Brooks Free Library is the municipal library for the town of Harwich, Massachusetts, a town of 12,000 full-time residents near the elbow of Cape Cod. The Library was established in 1880 by Col. Henry C. Brooks and later donated to the town in 1910. Today the Brooks Free Library provides a complete range of library services, including access to popular materials, fiction, non-fiction collections and resources in print, non-print and electronic formats, programming for children, youth and adults, public access to computers, 24/7 wireless Internet access and a comprehensive instructional program for assistive technology for people with vision loss. The Library is a member of the Cape Automated Libraries Materials Sharing (CLAMS) consortium.

Needs statement:

A major renovation and expansion of the Library was completed in 1998. As documented by the spreadsheet at the end of this plan, use of the Library has increased tremendously by all measures of library service since the renovation. The number of cardholders has increased 33% and the circulation of library materials and number of annual visits to the Library have more than doubled since the renovation, in spite of the fact the Library had to close on Mondays since 2005 when funding was reduced. The number of reference questions increased seven-times and demand for reference services remains strong. The nature of reference questions has changed, however, and the number of ready reference questions has declined with the widespread use of the Internet. Providing assistance with

use of technology and the development of digital literacy skills are staples of today's reference service. Technology has also enabled the explosion of intra-library borrowing and lending, within CLAMS and statewide through the Virtual Catalog. This has greatly expanded the materials our patrons have access to. Daily delivery service provided by the Massachusetts Library System facilitates borrowing and lending between libraries. Like libraries across the country, Brooks Free Library has become a public access technology center, providing free access to computers and the Internet for those who would not otherwise have it or who would have only limited access. The number and variety of Library programs increased tremendously in the past decade. Provided as part of our "Library as Commons" and "Lifelong Learning" service responses in our last Long Range Plan, the programs have responded to a real community need for people to meet and interact with each other, be informed and to enjoy recreational and cultural experiences together. We offer book discussion and writers, Knit-Lit, game and craft programs that meet on a regular basis as well as author talks, informational presentations, concerts and other cultural programs. We have added additional story-times and creative movement programs, homeschool and after-school activities for children and youth. The Library now provides over 1,000 programs per year with attendance of almost 11,000. We offer so many programs we often have difficulty finding times when the meeting room is available for our own programs. The Library provides services for second homeowners and people on vacation, so we are one of the departments that highly impacted by huge influx of people borrowing materials, attending programs and seeking services in July and August when the population of the town triples.

We are extremely pleased with the growth in use of the Library, but it has also presented challenges. Staffing levels have not increased in proportion to increased use, so we have focused on being as efficient as possible, with the introduction of self-checkout stations, self pick-up of holds and several major staff reorganizations. Another indicator of growth is seen in the frequency with which our two parking lots fill up. Additional public parking is available in Harwich Center, but many seniors, families with small children and vacationers unfamiliar with the area do not take advantage of them. The parking lots have frequently been full for most of the day in the summer for many years, but parking is now often at a premium on weekdays year round, which is beginning to impact circulation. It is also been difficult to provide sufficient technology to keep up with demand, but we now have a funded Technology Replacement Plan and are beginning to replace aging equipment and update software. Through a staff re-structuring we were able to fill a position of Staff Librarian (Electronic Resources Coordinator) without additional funding at the start of this fiscal year. This position was sorely needed and while it is only part-time, it is a start to addressing our internal needs for staff assistance with technology and to improve and expand the technology assistance we provide to the public.

Like the rest of Cape Cod, Harwich experienced significant growth in the 1990's to the mid-2000's. There has been a particularly large increase in the number of older adults moving to Harwich and the Cape, a process referred to as the "graying of Cape Cod." Today 40% of the town's population is age 60 and over, which places a lot of demands on the Library. Many of the younger seniors have retired from professional or well-paying positions with good pension benefits and moved to Cape Cod. They are interested

in exploring recreational and intellectual interests they didn't have time to enjoy when they were working and raising families. Our automated system does not provide a demographic breakdown on users, but it is clear that baby-boomers and other seniors are heavy Library users, with many visiting on a weekly basis and a large number coming even more frequently.

Many of the younger seniors who have relocated to Harwich in recent years have disposable incomes – they travel, have the time and energy to explore interests like art and writing and to develop new skills, and are particularly interested in technology and mobile devices. Others of more modest means who retired here some years ago moved into what had been their second homes. They do not have as much financial freedom, but they were also fortunate to relocate before the cost of housing soared. They, too, have leisure time to pursue interests and activities and take full advantage of library services and programs. There is also a large segment of the senior population, however, particularly older seniors that are stressed financially, have health concerns and are not as mobile. Many of these residents spent their lives in this area, working for themselves or in small businesses, and do not have the more generous pension benefits others may enjoy. In addition, as the population ages, many older seniors are finding themselves alone after the death of a spouse, without immediate family in the area. Services to older seniors who have less mobility and more health impairments will also continue to be a concern for the Library. While not a monolithic group, seniors are the largest segment of the population, and therefore they are drivers of the programs and services for adults and important considerations in collection development.

Providing public access to technology and assistance with the use of technology has become a basic component of Library service today. Unemployed and under-employed residents use our computers to develop the technology skills needed to improve their employment prospects, create resumes and cover letters, apply for jobs and to file for unemployment and other government benefits. In addition, most baby boomers and many older seniors are interested in learning how to go online, send and receive email and adopting new technologies like e-readers, mobile devices and digital cameras. Some need only limited assistance to get started, but many come to the Library for on-going assistance, particularly when their devices were received as gifts from well meaning family members out of the area. Most of the new computer and device users are not interested in taking a formal course, although there are numerous low-cost offerings in the area. They expect individual one-on-one assistance with their device at whatever time they seek it. It is not fair to say that this expectation is only held by seniors, however, as working age people seeking technology help face time limitations due to their jobs and family responsibilities. We have been providing several sessions of drop-in E-Book Help per week and scheduling additional staff so we can provide one-on-one assistance. These sessions have been popular but they have not reduced the number of requests for on the spot help with e-readers and other devices. Providing sufficient staffing to meet the demand for technology assistance and maintaining the technology skills of staff members are two of our major challenges we face.

Younger adults and working age residents of Harwich also face special challenges these days. Harwich has a tourism and service-based economy with many small businesses. A large percentage of the working age population is unemployed or under-employed in the off-season. Many residents work several part-time jobs and do not have the usual benefits provided by full-time employment. Housing prices have risen dramatically on the Cape and many working people are paying housing costs out of proportion to their income and are struggling to make ends meet. This on-going issue has been exacerbated in recent years with the poor economy. Many working age families are stressed financially, and in a disturbing trend, many are being driven off-Cape to find employment/better career opportunities and more affordable housing. The Cape has limited opportunities to pursue a four-year degree, forcing young people to leave the area to complete their higher education. Most do not return after college because of the lack of more diverse employment opportunities and the high cost of housing. Due to their employment and family commitments, young and middle aged adults do not enjoy the same opportunities to use the library as other segments of the community now do. The need to provide additional evening hours to serve this segment of the population remains a big concern.

Providing collections, resources and services for children from birth through high school will remain a priority of the Library. We provide numerous story-time and early learning opportunities for infants, toddlers, pre-schoolers and their families and caregivers. There are no registration charges, advance sign-up requirements or limit on the number of participants for our programs. These programs fill a real need for financially stressed families in the community. We have one of the largest collections of children's materials in the area including picture books, early readers and a separate Parenting Section, all housed in a large well-lit dedicated room that also provides an attractive space for story-time and for youngsters to play while parents select materials.

The Library is heavily used after school for assistance with homework and school projects. Youngsters can also select recreational reading and participate in formal game times and structured programs and enjoy informal opportunities to relax and socialize. Our 7 pm closings on weekday evenings allow parents to pick their youngsters up on their way home from work. The school system has an extended day program, but cost is an issue for many families. Providing a Homework Center and after-school activities offers an option for families during the riskiest time of day when latchkey children would otherwise be at home unsupervised. Providing services to large numbers of unaccompanied young people after school can stretch our staffing resources and sometimes creates problems, but we believe this is an important service and are committed to continuing to support families and children by providing it.

The Towns of Chatham and Harwich recently created a regional school system, the Monomoy Regional School District. A new high school will open behind the current one, just down the street from the Library, in Sept. 2014. The current Harwich Middle School, also close by in Harwich Center, will close and the students move to the new Monomoy Regional Middle School at the site of the current Chatham Junior/Senior High School. Extra effort will be required by the Library to maintain currently strong connections with teachers and staff at the Middle School so that we continue to collaborate, support

curriculum and assignments and provide homework help. Attendance at after-school activities is not as likely to be impacted as much as educational support will be since students will still be able to be dropped off by bus and picked up by their parents at Brooks Free Library - but we will need to be active to ensure the move to Chatham does not affect our ability to serve middle-school students.

Brooks Free Library has developed a reputation as a leader in the field of accommodating people with disabilities and our staff members are frequently contacted by other Town departments, community organizations and government agencies for information and recommendations on how to accommodate people with disabilities and ensuring they can fully participate in all aspects of community life. The Library renovation eliminated physical barriers to people with limited mobility and the entire building is ADA-compliant. We maintain an Information and Resource Center for people with disabilities and have a part-time position of Assistive Technology Coordinator. For over ten years we have provided access to assistive hardware and software to people with vision loss – and more importantly we have an innovative program to provide comprehensive, one-on-one instruction to teach people with vision loss to be independent users of computers and assistive technology. Brooks remains the only public library in Massachusetts providing this in-depth instruction, and we know of only one other public library in the nation that provides this service. Our program is appropriately named VITAL, an acronym for Vision Impaired Technology Assistance at the Library. For people with vision loss, assistive technology provides them with access to print. It enables them to maintain their independence in all areas of daily life, provides job skills and enables them to communicate with others and enjoy their interests. The importance of this program – and the difference it makes in the lives of people with vision loss - cannot be overstated. Our program regularly provides training to people from all over the Cape and Islands. Assisting users with sight loss with downloading audiobooks from the National Library Services' BARD program has become the fastest growing area of the VITAL program.

We also provide services for people with hearing loss. The Friends of Brooks Free Library recently purchased an assistive listening system for our meeting room, which will reduce if not eliminate the barriers to full participation in and enjoyment of Library programs for people with hearing loss. Like our assistive technology for people with vision loss, we haven't just purchased hardware and software and then stopped there. We have developed formal procedures for ensuring that all Library-sponsored programs use the system. It is also offered to organizations using our meeting room. The Cape Cod Viewfinders meets in our meeting room two evenings per month and were very eager to use it since many of their members have some degree of hearing loss. We provided training and they are regularly using it at their meetings. The Library is the first public building in the town to provide an assistive listening system, so one of the actions detailed in this plan will be to promote the purchase and use of this kind of system in other town facilities.

In this plan, we are looking to improve services to under-served segments of the population. As discussed above, seniors are not an under-served segment of the Harwich community, but a portion of that population group – senior men – are under-represented

in attendance at Library programs. Our evening book group focuses primarily on non-fiction topics and has been very successful in attracting middle age and senior men, and our morning Writers Group is evenly distributed between male and female participants, but we need to do more. We have already begun addressing this need in the past year with the creation of our “Greatest Generation Meets” book group. Open to veterans and anyone with an interest in World War II, this group is mainly comprised of senior men, and it also attracts several women veterans, another segment of the population that does not often have the opportunity to discuss their experiences. With twenty enthusiastic members, this group has responded to a need for programming that attracts senior men and veterans. Under this Long Range Plan we will target more services and programming of interest to working age people, senior men and other under-served groups in the community.

Planning Process:

The Library has been without a long range plan for several years. Work began on the new plan, community forums were held and a committee of staff and trustees began working using a modified version of the American Library Associations’ Planning for Results – A Simplified Approach for Small Communities. Several community forums were held, with SWOT (Strength, Weaknesses, Opportunities and Threats) exercises, discussions on community needs and interests and three service responses selected. Committee work on finalizing the written plan was delayed while we addressed a number of long standing major building maintenance problems that had risen to crisis level and conducted an internal assessment and staffing reorganization to try to respond to increased use of the library as efficiently as possible. While the plan was not in writing, staff began using the information and direction provided to guide their actions. Further informal and formal discussions among staff and Trustees have continued the planning process and this plan has now been prepared to document the selected areas of focus and provide concrete goals, objectives and activities in writing.

SECTION II: THE PLAN

Based on community input the following services responses were selected as areas the Library will focus on in addition to providing basic library services:

GENERAL INFORMATION: The Library offers collections, resources, services and programs that help meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

CURRENT TOPICS & TITLES: The Library that provides collections, resources, services and programs that help to fulfill community members' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

COMMONS: The Library provides collections, resources, services and programs that help address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

These areas of focus have been included in developing the following goals and objectives and the activities designed to accomplish them:

Goal 1: Idea, Information and Resource Hub

The Library will provide collections, resources, programs and services that provide community members with access to ideas and information that support and enhance their ability to manage, improve and enrich their lives

Objective 1: The Library will provide collections and resources in a variety of formats and programs and services that meet community members' needs to be well informed and to enjoy popular culture.

Activities:

1. Provide non-fiction collections and resources that include materials on subjects of popular interest, on commonly shared life challenges and on issues of concern to the community.
2. Provide a collection of best-sellers and popular materials for recreational reading, listening, viewing and downloading.
3. Utilize professional collection development tools to select materials and resources and evaluate new methods of content delivery.
4. Prepare a written Collection Development Policy that formalizes procedures for selecting materials and resources and for the acceptance of gifts and donations of books, art and other materials for the collection. Feb. 2014.

5. Prepare a Collection Management Plan that formalizes procedures for evaluating areas of the collection on a regular basis. Feb. 2015.
6. Provide selectors with continuing education to improve their knowledge and skills and awareness of professional trends, and with opportunities to participate in regional meetings to share ideas and information with colleagues.
7. Solicit user suggestions and feedback through one-on-one interactions, print and electronic suggestion tools and outreach activities such as participation in activities of other community organizations.
8. Create and distribute brochures to publicize resources for three targeted groups/subjects such as Resources for Teachers, Resources for Health and Wellness, Resources for Book Groups, etc., by Feb. 2014 and an additional 3 by Feb. 2015.
9. Collect and organize town government information and create dedicated collection display area – March 2014
10. Update Library website to make it more intuitive for patrons to navigate and to ensure it is fully accessible– March 2014
11. Continue and expand social media presence to promote collections, resources, services and programs.
12. Promote use of Book Page, Wowbrary, Novelist and other electronic resources that highlight new and popular materials.
13. Maintain stocks of brochures, newsletters and program calendars in five community locations

Objective 2: Library users will receive high quality reference and readers advisory assistance from knowledgeable staff members that connects them with the information, materials and resources they are seeking.

Activities:

1. Public service desks will be staffed with knowledgeable, customer-service oriented staff members who are skilled in clarifying what the patron is looking for and in locating relevant material.
2. Prepare staff development plan with emphasis on technology and electronic resources, reader's advisory services and reference interview techniques and action plan to provide training and developmental assignments – Feb. 2014.
3. Develop formal orientation plans for new employees. Nov. 2015.
4. Utilize staff blog for internal communication, disseminating information on services, procedures and resources to all employees. Evaluate other methods of electronic communication and implement changes – Nov. 2015.
5. Upgrade staff workstations and provide training for new Integrated Library System. FY2014 and FY2015.
6. Conduct regular Circulation, Reference and full-staff meetings for training, information sharing and discussion of opportunities and challenges.
7. Begin an extended readers' advisory training program for staff - Jan. 2014.

8. Begin “Book A Librarian” program to provide individual assistance with technology, e-books and electronic resources, library orientation and readers advisory services. Jan. 2014. Evaluate and revise if needed – Nov. 2014
9. Provide reference interview training for staff members – Jan. 2015.

Objective 3: The Library will provide public access to technology and electronic resources and the staff assistance needed to ensure all members of the community can develop and maintain the technology/digital literacy skills needed to take advantage of educational, employment and personal enrichment opportunities and fully participate in the digital world of today and tomorrow.

1. Continue to implement Technology Replacement Schedule, replacing outdated public computers – on going, FY2014 and FY2015
2. Investigate hardware, software and networking options, identify funding and staffing resources needed, and prepare in a Technology/Electronic Resources Plan - Dec 2014.
3. Replace outdated internal networking components and install an external access point and electrical outlet on “front porch” for wireless users - June 2014.
4. Investigate centralized control of public computers and implement if possible with existing software – Oct. 2014
5. Continue to provide help with e-books and devices and electronic resources
6. Book a Librarian – above – heavily focused on technology assistance
7. Explore additional options to meet special needs of seniors and unemployed/under-employed working age residents for technology assistance and develop a plan to provide more structured assistance – Nov. 2014
8. Create technology information resource center of adult education courses and guide to online webinars and assistance sites – Nov. 2014

Objective 4: The Library will play a key role in helping the community prepare for and recover from an emergency or natural disaster.

Activities:

1. Prepare a written disaster/emergency plan, developing written procedures for providing continuity of Library operations and providing of services to the public as quickly as possible after an emergency or disaster. May 2014.
2. Provide staff training to ensure life safety of staff and patrons and protection of collections and assets in a disaster or emergency. May 2014 and on going.
3. Identify additional resources needed for Library to function and provide services after a disaster and begin process to obtain funding with request for inclusion on Capital Plan and Town Meeting, grant or other funding request. FY2015.
4. Maintain, expand, and publicize existing Emergency Management Preparedness Information Center of public information.
5. Continue and expand participation in COSTEP and other local, regional and statewide emergency management preparedness organizations and efforts.

Objective 5: The Library will provide developmentally appropriate early childhood learning experiences that enhance child development, provide pre-literacy skills, promote school readiness and develop a lifelong interest in reading and learning.

Activities:

1. Continue weekly story-time for pre-schoolers and weekly Mother Goose on the Loose pre-literacy skills and brain development program for infants and toddlers.
2. Regularly provide special performances of storytellers, puppeteers, and musical and movement programs with at least one monthly special program on Saturdays
3. Continue separate Parenting Section, housed in Doane Room (picture book room).
4. Create a resource area of flyers, brochures and other materials related to child development and parenting from community organizations – March 2014.
5. Continue monthly visits to the pre-school classes of Harwich Elementary School and Children’s Center.
6. Begin STEM programming for pre-schoolers with summer Story Walk in conservation area (July–Aug. 2013 and July-Aug. 2014), a new bi-weekly pre-school Science Story-time (story is followed by experiments and activities) in Sept. 2013, and Science Discovery displays.
7. Expand STEM programming in FY2015 with Science-focused Summer Reading Program theme and special programs, creation of more permanent Discovery Zone/display area (by Nov. 2015) and a program for parents and caregivers on how they can promote their child’s interest in STEM (by March 2015.)
8. Explore options to provide deposit book collections for families at a public/non-profit day care center/pre-school and implement. Feb. 2015.

Objective 6: The Library will provide collections, resources, services and programs for children, youth and families that foster a lifelong interest in reading and learning, and supports and strengthens their formal education and personal growth and development.

1. Continue extensive outreach programs to teachers with on-site visits and book talks, field trips for library orientation, institution cards for teachers that provide additional materials that support curriculum and provide recreational reading for classroom libraries.
2. Develop and implement plan to improve collaboration and communication with the Monomoy Public Schools (Jan. 2014) and offer a more pro-active homework assistance program (Feb. 2014).
3. Recruit volunteers to provide free tutoring at the Library after school and additional assistance with homework and projects.
4. Continue promoting recreational reading by providing a deposit collection of books to the Monomoy Schools summer camp, begin school year deposit collection at local school by Nov. 2013 and add additional site by Nov. 2014.
5. Provide regular book clubs and activity programs for home-schooled children and their families

6. Promote interest in Science, Technology, Engineering, Art and Math with new monthly program “Full STEAM Ahead” for children and families on Saturdays beginning Oct. 2013 and by continuing weekly school year Lego Mania program.
7. Provide recreational activities that attract elementary school children and middle/high school youth to the Library after school.
8. Continue participation in Monomoy school district’s “School of the 21st Century” committee and attendance at Harwich Youth Services Committee meetings to foster exchange of information and collaboration.

GOAL 2: BUILD COMMUNITY

The Library will create and strengthen ties among residents of all ages and demographic groups and build a sense of community by serving as a community gathering spot and providing programs and activities that respond to community needs and interests.

Objective 1: The Library will provide opportunities for community members to meet, interact and build on-going relationships

Activities:

1. Create a programming committee by Jan. 2014 to provide a coordinated approach and a wider variety of programs. Begin preparing finalized program schedule several months in advance.
2. Continue to offer multiple book groups and writers’ groups and begin offering a Memoir Writing Group – Nov. 2013.
3. Continue regular discussion groups, craft workshops and game programs (Knit-Lit, Scrap-booking, Mah Jong) that provide opportunities for participants to interact and get to know each other while sharing an interest or learning a new skill. Begin additional shared interest group in Jan. 2015.
4. Continue to provide the popular series of outdoor “Movies in the Park,” which bring together year-round and seasonal residents and provide a shared community experience
5. Explore options and provide programming targeted to attract underserved segments of the population including working age people, senior men, and high school age youth beginning in Nov. 2013 with a series likely to be of interest to working age residents and senior men in Nov. 2013. Implement another initiative in winter 2014, fall 2014 and winter 2015.
6. Provide comfortable seating arranged to encourage conversation in 2nd floor periodical reading area, Mezzanine, central area of 1st floor and Doane Room.
7. Encourage community members to volunteer to shelve materials and other library tasks, and to share their talents and interests by serving as group coordinators and tutors as a way to get to know others in the community.
8. While Library programs limit availability, continue to allow free use of the meeting room by community organizations on days the Library is open.

Objective 2: The Library will provide single-meeting programs such as author talks, lectures and informational presentations on conservation or the environment, local history and other subjects of interest, and musical performances and other cultural events that bring community members together to enjoy a shared interest.

Activities:

1. Offer two special performances, author talks, informational programs or cultural programs per month from Oct. through April with at least half of the events offered on evenings and weekends
2. Support the Friends of Brooks Free Library's "First Sunday" series by continuing to provide and fund staffing to open the building and set up for the program
3. Collaborate with Town departments and community organizations to present three informational programs on non-fiction subjects in FY2014 and five in FY2015.
4. Assist other Town departments and community organizations by providing Library activities, presentations and programs to enhance their community events – three in FY2014 and five in FY2015.
5. Provide public bulletin board space for non-profit community organizations to advertise their activities, events and programs
6. Promote the events and programs of other Town departments and non-profit community organizations by including four per month in social media posts.

Objective 3: The Library strengthens the community and supports economic development by providing collections, services and programs that make Harwich an attractive destination for visitors from neighboring communities and vacationers from out of the area.

Activities:

1. The Library helps make Harwich an attractive destination for summer vacations by providing free library cards to non-residents that enables them to borrow beach paperbacks, movies, magazines, children's books, audio-books, board games and other materials, an extensive schedule of children's Summer Reading Program activities and year-round programs, free use of public computers and by serving as a 24/7 wi-fi hotspot for free Internet access.
2. Continue providing five events for the Chamber's "Fall for Harwich" series by and publicizing various non-Library events with at least eight social media posts.
3. Participate in planning committee for the Chamber of Commerce's Christmas in Harwich and provide one event for adults and another for children and families.
4. Continue to provide several outdoor "Movies in the Park" in Brooks Park, highly popular with visitors, vacationers, and year-round residents.

5. Participate in Chamber of Commerce meetings, Business After Hours and other activities to solicit feedback on business' needs and increase awareness of resources and services and solicit feedback on business' needs

Objective 4: The Library provides leadership promoting the full inclusion of people with disabilities in community life and ensures community members with disabilities are able to access library collections, resources, services and programs.

Activities:

1. Continue providing assistive hardware and software for people with vision loss and, through our VITAL program, providing comprehensive individualized instruction to enable users to become independent users of computers and assistive technology.
2. Continue efforts to expand the number of libraries providing assistive technology instructional by providing information, demonstrations, assistance with grant applications, sharing curriculum and in-depth advice on how to structure an instructional program.
3. Evaluate initial procedures for the assistive listening system for the meeting room and revise as appropriate by Dec. 2013 and ensure system is used for every Library program and group.
4. Provide two group demonstrations of the assistive listening system for Town officials/committees/department heads– Dec. 2013 and Jan. 2014.
5. Maintain our Resource Center for people with vision impairment, hearing loss and other disabilities and continue to provide information and referral services.
6. Continue outreach efforts to make area residents with vision and hearing loss aware of our services through presentations to community groups, distribution of brochures, Channel 18, traditional media and social media.
7. Continue to serve as resource for librarians, government agencies and community organizations at the local and regional level providing advice on how to meet the needs of people with disabilities and ensure their inclusion
8. Develop method for obtaining feedback on user satisfaction with selection of materials for Books on Wheels, the Friends of Brooks Free Library's homebound delivery program, and improving readers' advisory services by connecting staff to program participants – Feb. 2014.

GOAL 3 - ACCESS AND INFRASTRUCTURE

The Library will have the facilities, staffing and resources needed to provide the collection, services, programs and spaces to meet the community's needs, provide the selected service responses and meet the goals and objectives in this plan.

Objective 1: The Library will have the funding needed to provide trained and knowledgeable staff members, sufficient open hours, and high quality collections

resources and services that meet the community's needs and satisfy their demands for Library services.

Activities:

1. Evaluate staffing levels, job classifications and organizational structure and seek funding for changes that will enable the Library to meet the public's demand for reference, readers advisory and technology assistance and other library services and to consolidate extremely part-time positions to provide more consistent coverage and services for patrons. Jan. 2014.
2. Seek FY2015 funding to restore the 6th day of operation lost 10 years ago in FY2006 and to extend evening hours. Jan. 2014
3. Include staff members' needs for appropriate technology resources to provide quality services to patrons and improve efficiency and effectiveness in Technology/Electronic Resources Plan to be developed by Dec. 2014.

Objective 2: The Library's interior and exterior spaces will be inviting, comfortable, clean and safe, and create a welcoming environment that is appropriate for the selected service responses.

Activities:

1. Develop plan to address interior décor, fixtures and furnishing needs to provide a cohesive and inviting appearance by replacing rickety, mismatched furnishings with clean, safe and sturdy library- grade furniture. Assess and develop initial action plan using currently available funds during FY2014.
2. De-clutter public spaces and public service desks and develop plan to address storage and work space needs – Jan. 2014.
3. Seek funding to improve streetscape to maintain historic character, enhance curb appeal and extend public use. Seek FY2015 funding for professional assistance and FY2016 funding to implement.
4. Seek custodial service on Saturdays to ensure cleanliness of restrooms and public areas and provide staff assistance to set up meeting room for programs. FY2015.
5. Review/finalize security plan to ensure the safety of patrons and staff- Dec. 2014.
6. Obtain input from professionals on appropriate procedures and finalize Evacuation Plan in Dec. 2013, and begin annual staff fire drill – May 2014.
7. Submit Capital Plan request for interior modifications to accommodate changes in operations since the 1998 renovation, redesign staff work areas, provide storage, create small meeting room space for programming and a mix of collaborative and quiet spaces for the public. (Submitted in Aug 2013 for FY2018)

Objective 3: Continue addressing major facility and building systems issues and assist in the consolidation of the building maintenance function in the Highway and Maintenance Division's centralized Facility Management Dept.

Activities:

1. Provide information on history, systems and needs to new Facilities Manager, ensure scheduled preventive maintenance continues on major building systems and continue advocating for previously submitted capital plan requests.
2. Select and install library grade carpet/ flooring for lobby, central stairs, Mezzanine and Doane Room. FY2014.
3. Seek FY2015 funds to replace worn carpeting for the remainder of the building.
4. Finish project to create appropriate environmental conditions for operation of emergency light inverter (separate air conditioning, hydrogen sensor and outside venting) Sept. 2013.
5. Seek FY2015 funding for a study by historic preservationists to create a plan and develop specifications for the renovation, preservation and maintenance of the exterior of the historic Brooks Block and Bank Building.
6. Begin implementing work identified in the study using \$38,000 in approved and available Community Preservation Act funds and seek funds to do the remaining work for FY2016.
7. Investigate options to remediate lack of parking which is limiting access to the Library year-round by creating more awareness of additional public parking locations in Harwich Center, publicizing availability of parking in off-peak hours (after 3 pm on weekdays), and possible creation of several limited time (15 or 30-minute parking spaces). Review dates: Feb 2014, Nov. 2014, May 2015.
8. Advocate for completion of previously funded project to move Main St. crosswalk to corner of Oak Street, and street improvements to improve pedestrian safety at Bank St crosswalk. (on-going). Secure traffic barrels for pedestrian safety for Main St. crosswalk by June 2014.

Brooks Free Library Statistics Since Renovation

	Open Hours	Items Checked Out	Circ per Open Hour	Inter-library Loans	Items in Collection	Number of Cardholders	Residents w/ Library Card	Reference Questions	Public Computer & Wi-fi Use	Programs	Attendance at Programs
FY1997	2025	92285	45.6	4354	38992	8907		2219	n/a	124	3661
FY1998	1937	103910	53.6	6118	42603	9322	<i>not</i>	2472	n/a	127	4849
FY1999	2013	110487	54.9	8630	45199	10562	<i>counted</i>	4360	n/a	212	4522
FY2000	2060	111872	54.3	9624	51984	12313		3955	4395	182	5104
FY2001	2108	123401	58.5	12275	54684	13540		4613	10360	276	6539
FY2002	2076	128462	61.9	14677	58439	10867		6053	14722	305	8928
FY2003	2078	132869	63.9	24363	56833	12094	7811	8955	17624	520	10254
FY2004	2066	145212	70.3	29264	55784	11661	7838	11416	22784	625	9351
FY2005	2038	151871	74.5	33236	59565	12308	7574	12263	24215	745	8765
FY2006	1848	156630	84.8	37849	63041	13108	8043	12126	33044	856	9925
FY2007	1796	169529	94.4	44147	66393	13370	8289	13866	38844	665	8368
FY2008	1980	193024	97.5	52435	68620	14298	8457	13183	40930	609	10766
FY2009	1970	211719	107.5	61304	70454	11936	8682	15035	45926	838	11477
FY2010	1978	225385	113.9	65829	72620	12606	9014	15471	48862	934	10861
FY2011	1993	233533	117.2	71517	76093	12702	8983	15626	49620	978	10657
FY2102	2004	235597	117.6	70730	81688	12573	8814	15861	50238	894	11990
FY2013	1981	235941	119.1	68663	85450	12379	8898	16472	54721	1019	10720