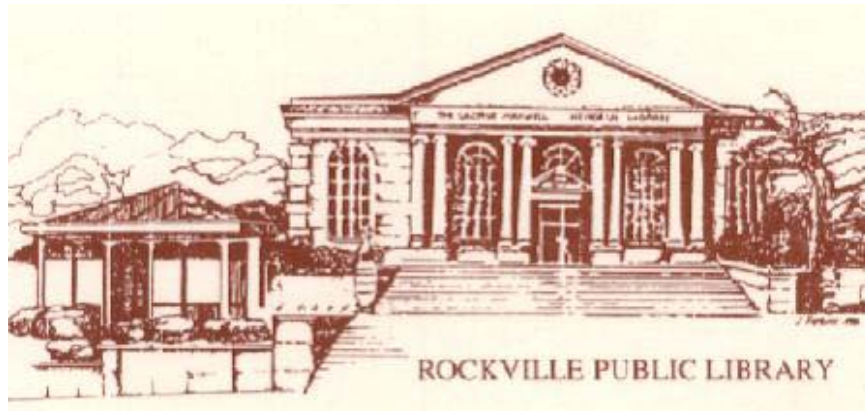


The Rockville Public Library

Strategic Plan 2010 - 2013



“Rockville Public Library is not just a building full of books;
It is a place of adventure and education. “

November 9, 2009

52 Union Street

Vernon / Rockville, CT 06066

(860) 875-5892

Rockville Public Library Strategic Plan 2010 - 2013

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1. Vision Statement

The Rockville Public Library will be a welcoming destination and the leading provider of resources to inform, enlighten and enrich our diverse community.

2. Mission Statement

The Rockville Public Library is the information, continuing education, and cultural center of the community. It provides an environment and the tools necessary to meet every community resident's need for information, cultural growth and entertainment.

3. History & Current Status

Vernon, Connecticut is a community of approximately 30,000 citizens comprised of 18.2 square miles. Located within Vernon is the Rockville Historic District characterized by 13 industrial mill sites. Two mills still operate as manufacturing, several have been converted to market rate and senior housing, and three are vacant ready for adaptive reuse. Historic Downtown Rockville is under a managed revitalization process. There is a major push to re-introduce art and entertainment back into downtown. Most of the commercial, public, and residential buildings date from the mid-to-late 1800's. The Rockville Public Library, which serves all the residents of Vernon, is situated in Historic Downtown Rockville.

The history of the Rockville Public Library began in 1893 with the bequest of \$10,000 from George Maxwell to the town for a free public library. Previously, private subscription library services, which charged a fee, existed in the area. The bequest was given with the provision that the town raise an equal amount within five years.

In 1893 the Rockville Public Library was incorporated and the Rockville Public Library Association was organized. The town appropriated the matching \$10,000 in 1895, and the following year the library opened in the Hartford Connecticut Trust Company building on Elm Street.

The present building, constructed in 1904, was designed by Charles A. Platt of New York. It was a gift from Mr. Maxwell's wife and children after his death. In addition to the building, the gift included funding to maintain and operate the facility. The majority of the library's current operating budget continues to come from this source. The total cost for the lot, building, and furnishings was approximately \$150,000. The library was dedicated and opened on June 29, 1904.

Three kinds of marble were used in the construction. The exterior of the building is white Vermont marble, featuring eight Ionic columns. The interior is Sienna marble and stained oak. The vestibule is lined with Formosa marble. The frieze, or ornamental band, encircling the reading room contains the names of 26 great authors: Addison, Aeschylus, Browning, Bunyan, Burns, Byron, Chaucer, Dante, Dickens, Eliot, Emerson, Goethe, Hawthorne, Homer, Hugo, Jonson, Longfellow, Milton, Poe, Scott, Shakespeare,

Sophocles, Stevenson, Tennyson, Thackeray, and Virgil.

The Latin inscription over the circulation desk, *Ex hoc fonte illa quae summa haurimus*, translates, "We draw the greatest things from this source."

In 1967 the Trustees renovated the building and added the children's wing.

The Trustee renovated the adult department in 2002 to maximize available space and to allow for greater use of technological resources. Renovations included the relocation of the circulation desk to the other side of the marble archway to highlight the original desk. The Reading Room now features a browsing area for magazines, CDs and videos as well as new books and other materials. New carpeting has been installed, comfortable chairs have been added, and an upgraded security system has been activated. Computers have been centralized in the Reference Room so that all resources used for research are in one area.

These renovations enable the library to provide 21st-century service in its magnificent historic building. In 2004 Rockville Public Library was honored with an award for general excellence in public library service, presented at the annual Connecticut Library Association conference. In selecting RPL for the award, the judges noted that the library "was able to honor the historic aspects of the building and the community while incorporating technological advances."

At the present time, the library has several issues that impact service delivery. Because of the age of the building, it is not ADA compliant. There are three levels and no elevator. The lower level is handicapped accessible only from outside and entering through a back door that must be unlocked by staff. The library does not have handicapped accessible bathrooms. Some of the aisles between stacks are not wide enough to accommodate a wheelchair.

The library has technology issues as well. There are only four Internet computers with public access and two word processing computers. Patrons are limited to one hour and there are frequently several people waiting for a computer. There is no wireless access. The circulation desk has only two computers which is problematic during high traffic times.

In terms of space for programs or community meetings, there is only one multi-function room which is located on the lower level. It is useable only during the hours when the library is open. Because it is used by both the adult and children's departments, program offerings are limited because of time conflicts. Collection space is also at maximum use. More space is needed for audio/visual items which are among the fastest growing in popularity. The young adult section needs to be moved from the children's department to meet the needs of Vernon's teen population.

One of the primary issues driving the development of the strategic plan is the decision to go forward with an addition to the library to address the current deficiencies. As it exists presently, the library cannot continue to meet the needs of Vernon residents with the same level of service presently provided.

4. Demographics

Following are Vernon demographics as compared to neighboring communities 2008-2009

Population and Household Income (AENGLC)	Vernon (141)	Manchester (125)	E. Hartford (156)	S. Windsor (73)	Tolland (96)	Ellington (120)
Population	31,360	56,875	48,999	25,637	15,295	15,027
YR2013 % increase	1.3%	4%	0%	.5%	1.7%	2.1%
Population Median Age	41	38	39	41	40	39
Total # of House holds	13,618	23,698	19,562	9,918	5,298	5,997
Median Household Income	\$58,435	\$61,633	\$50,614	\$93,454	\$98,505	\$76,884
Poverty Rate	5.9%	9.3%	10.3%	1.8%	2.2%	3.6%

Library Use Statistics	Vernon	Manchester	E. Hartford	S. Windsor	Tolland	Ellington
Library Visits Per Capita	4.1	7.1	1.7	7.8	5.7	6.8
Total Registered Borrowers	14,180	24,048	12,471	10,168	9,229	8,664
Total Circulation	151,129	797,056	141,944	258,692	138,265	121,117

Total Programs	188	961	639	399	251	141
Total Program Attendance	6,676	31,212	9,987	8,524	3,292	5,856
Use of Public Internet	9,901	74,289	82,367	48,525	N/A	9,000
Internet Computers for Public	6	16	24	22	7	6
Total Collection	72,223	235,069	214,638	134,217	69,490	64,265
# Full Time /P/T Staff	5/20	28/9	13/14	15	4/1	3/16
FY09 Budget	\$785,300	\$2,519,697	\$1,089,00	\$948,915	\$381,423	\$563,069

Educational Attainment: Population

Academic Attainment	Vernon	Manchester	E. Hartford	S. Windsor	Tolland	Ellington
Bachelors or Higher	32%	31%	16%	41%	47%	38%
# Students K - 12	3,693	6,831	7,459	4,934	3,128	2,598
SAT Scores						
Math	489	484	439	534	552	529
Reading	500	490	442	515	531	512
Writing	497	488	447	517	535	508

5. Library Statistics and Usage FY 09 (FY08)

- a. Percentage of people in the service area with library cards -45% (45%)
- b. Annual door count – 125,642 (122,690)
- c. Circulation of materials by format
 1. Books and Serials- 104,400 (101,768)
 2. Audio, All formats- 7,735 (3,960)
 3. Video, All formats- 47, 726 (42,965)
 4. Other items- 1, 838 (2,436)
- d. Circulation of materials by age
 1. Adult- 96,262 (85,889),
 2. YA -3, 537 (3,712)
 3. Juvenile- 61,900 (61,528)
- e. Number of resources by format
 1. Adult Print – 37, 378 (35,635)
 - 2 YA Print -1,902 (1,785)
 3. Juvenile Print- 25,127 (24,651)
 4. Serial Subscriptions-103 (101)
 5. Audio (All formats) - 3,147 (2,920)
 6. Video (All formats) - 5, 347 (4,914)
 7. Databases-30,
 8. Non-electronic/book items-2,210 (2,168)
- f. Program attendance – 6,184 (6,676)
- g. Regular programs- 205 (188)
- h. Number of reference questions answered – 4,644 (4,191)
- j. Number of staff – full time 5 part time 20
- k. Library stats on per capita basis compared to other libraries –see above
- l. Library hours M-The 10 AM-8 PM, F/S – 10AM-5PM Closed Saturday July & August

6. Methodology Used to Determine Community Needs

In January of 2009, the Board of Trustees determined that an updated Strategic Plan was needed and put together a Rockville Public Library Strategic Plan Committee. The Plan committee decided on the process they would follow and developed a process to obtain community input. These included:

- a. Developing a list of Stakeholders and those seeking input (*Appendix 1*)
- b. Focus groups that were held with stakeholders, community members and library staff
- c. Survey of patrons developed and distributed to patrons in the library, at town hall and through a town wide distribution of approximately 7,000 surveys in the Reminder.
- d. S.W.O.T analysis

7. SWOT Assessment Methodology

Data obtained from the focus groups and the surveys were compiled in an Excel Spreadsheet to tabulate responses **and** to group the comments into common areas where possible. After reviewing the data, the committee was able to develop a list of Strengths, Weaknesses, Opportunities, and Threats (*Appendix 3*) which were placed in a Service Response Assessment. (*Appendix 4*)

8. Service Responses

Using a Service Response format delineates the Benefits to Users, Potential Partners and Implications to Library by defining the service priorities for our Library and Community. It identifies those needs which are already being handled by other groups and which services remain for the library to fill. Based on the community input and the Service Response Assessment we have chosen four priority areas of concentration, beyond the library expansion, for the duration of this plan. These areas are:

1. Governance and Organizational Structure
2. Commons/Community
3. Literacy and Job Readiness
4. Local History and Genealogy Collection Expansion

9. Priority Areas/ Goals/Objectives

Priority One: Governance and Organizational Structure

Goal: Update the organizational framework and operations of the Board of Trustees (BOT) to improve its leadership ability, effectiveness and efficiency to be financially positioned to meet community needs and expectations, now and in the future.

- A. Rewrite By-Laws to clarify and/or amplify roles of BOT, individual trustees, and board committees; and other relevant matters related to structure and board activities. (2010-2011)
- B. Modernize language and stated expectations related to financial oversight in keeping with the application of Sarbanes Oxley standards currently used by nonprofit agencies. (2010-2011)
- C. Review, update and publicize policy or policies related to board-staff communications and relations. (2010-2011)
- D. Obtain *pro-bono* legal support in drafting items a through c plus any policies necessary to fulfill board responsibilities in contemporary environment. (2010-2011)
- E. Partner with Connecticut Association of Non-Profits to provide updated Board Training to prepare members for upcoming development campaign related to Rockville Public Library Expansion. (2010-2011)

Priority Two: Commons/ Community

Goal: Vernon residents will have opportunities and space to meet with community members and take part in programs, forums and services on community issues and interests on the Library premises. The Library will foster this goal through enhanced communications, a marketing campaign and partnerships with local agencies, academic institutions and other area non profits.

- A: Library users will enjoy better communication with library staff and increased knowledge of current and future programs/ materials available in library. (2010-2011)
 - 1. Review space at the Library to identify best uses.
 - 2. Develop Email capabilities for patron notifications of coming due items, new materials, and requested items; newsletters and coming events.
 - 3. Develop written materials to explain library policies, how the library shelves materials and where they are located in the library.

4. Sponsor book groups for a variety of interests and communities, e.g. underserved populations and seniors.
 5. Rework quarterly newsletter for improved content and increase outlets for dissemination i.e. online link on webpage
 6. Train staff in excellent customer service practices.
 7. Provide a clean and safe environment for library users and staff.
- B. Provide space for meetings, exhibits, and programs that are accessible, inviting and safe for all and provide opportunities for partnerships with other community resources. (2010-2013)
1. Evaluate space within Library with the intention of capturing additional public meeting space.
 2. Search for Federal and State monies to provide for planned expansion of the library
 3. Assess the need for and acquire any equipment and accessories that will support groups using the meeting room at the Rockville Public Library.
 4. Partner with local agencies to use space for classes or presentations for which the library is not able to provide appropriate space.
 5. Include additional meeting space and display capability in planned addition
- C. Sponsor programs that appeal to diverse populations in Vernon. (on-going)
1. Develop a plan to promote the library to current library users, municipal employees, local schools, media, businesses, organizations, and the community-at large.
 2. Celebrate national events that promote reading and library use such as Banned Book Week, National Library Week, Library Sign-Up Card Month, etc.
 3. Increase staff knowledge of the community's demography.
 4. Develop and provide summer activities that expand on the state-wide summer reading program presently only for children to encourage adults to read throughout the summer.
 5. Create a system for patrons to request non-traditional materials in other languages or formats to foster inclusion in the library community
 6. Develop Teen Advisory Group to provide input regarding expanded Youth Activities section.

7. Provide programs specific to ethnic celebrations ie Black History Month, Women's month, Puerto Rican/Latino Observance, etc

D. Expand community relations initiatives. (Ongoing)

1. Develop links on Rockville Public Library website to local programs and activities and ask for linkage in return.
2. Participate in community wide initiatives such as "The Big Read" and the Rockville Community Alliance.
3. Identify appropriate locations to increase awareness of library services.
4. Establish guidelines with high school faculty and administration to provide opportunities for the Rockville Public Library to participate in the community service requirement for high school students.
5. Foster partnerships with local agencies, commissions, and community associations.
6. Coordinate with Bibliomation to develop possibility of mobile access to Horizon to provide library services outside of the building.

Priority Three: Literacy and Job Readiness.

Goal: Build upon existing programs to update them in keeping with ideas and expectations of the community of potential users.

- A. Assess efficacy of current literacy-oriented materials in building a more robust and formal literacy component. (2010-2011)
 1. Identify and replace outdated materials.
 2. Explore grant opportunities to expand collection.
 3. Survey other libraries in consortium to learn what is successful.
- B. Explore options for collaborating to bring formal literacy programming under the Rockville Public Library umbrella. (2010-2011)
 1. Contact existing literacy programs in Vernon area i.e. ESL program for their input.
 2. Coordinate with local and national programs to integrate library space and materials into existing literacy programs.
- C. Expand the career development function to include greater use of available materials, technology and programs. (2010-2012)
 1. Identify and replace outdated materials
 2. Develop wish list of needed books and computer programs.
 3. Explore grant opportunities to expand collections.

- D. Add seminars or lecture series for job seekers and career changers. (2010)
 - 1. Coordinate with CT Works to set monthly programming.
 - 2. Collaborate with area businesses to use their expertise and possible donations of materials.
- E. Encourage the expansion of young adults programming using partners and off-site space, if feasible, until building addition completed. (2010-2012)
 - 1. Collaborate with Vernon Youth Services/Vernon Schools to develop a Plan of Action.

Priority Four: Build a Local History and Genealogy Concentration.

Goal: Seek a partnership with the Vernon Historical Society to preserve written, oral, and pictorial historical documents and makes them accessible so residents have an opportunity to know and better understand the community's heritage. Establish a genealogical service/program.

- A. Continue to respond to local history and genealogical questions received in person, via email and U.S. mail. (2010-2011)
 - 1. Provide staff with in-depth training regarding local history collection.
 - 2. Identify hours that Reference Librarian is available for assistance.
- B. Provide training opportunities for public on using IConn Databases that provide genealogical information. (2010-2011)
 - 1. Ensure staff is knowledgeable on use of these resources.
 - 2. Provide and publicize training sessions available to public.
- C. Collaborate with Historical Society to provide opportunities for learning about Local History and Genealogy. 2010-Ongoing)
 - 1. Develop program schedule with Historical Society to provide information
 - 2. Collaborate with H.S. to obtain funding for archiving and restoring existing collection and expansion of collection.
- D. Provide space in addition for display of local history items and private collections. (2010-2013)
 - 1. Incorporate display cases with locks in planned addition
 - 2. Collaborate with Civil War Museum and other area groups to have changing displays for community to see.
 - 3. Encourage patrons to display their private collections of appropriate materials and develop a procedure for doing so.

10. Technology Plan

Technology Plan/Information Literacy

1. Wireless Internet
2. Increase number of public access computers
3. Website redevelopment for functionality and obtaining information
4. Training programs and databases
5. Maintain, enhance and increase electronic databases

Goal: Vernon residents of all ages will have opportunities to develop the skills required to gain access to and evaluate electronic materials that are required in an increasingly technological world.

Rationale: People in Vernon need to know how to locate, evaluate, and use information resources of all types. In addition to giving answers to questions, the library needs to provide training to users on how to find and evaluate information. The staff of the Rockville Public Library will market the availability of access from home computers to library materials. Home access is convenient and important for meeting user needs when the library is closed.

Objective 1: The library will provide a variety of instructional opportunities to enhance information literacy. To meet this objective the library will:

- a) Provide guidance and instruction for individuals and groups via the library's website, with brochures, signs and booklists and by staff on the use of the Online catalog, online reference databases, Internet, website evaluation. (2009-2010)
- b) Provide instruction to the public as new technologies are implemented. (ongoing)
- c) Promote availability of online reference databases to appropriate communities. (ongoing)

Objective 2: Provide up-to-date technology for the public. To meet this objective the library will:

- a) Install upgrades for public access computers and provide other enhancements as these become available and as funding permits (ongoing)
- b) Provide additional public access computers and printers as needed. (2011):
- c) Provide new services, such as downloadable books (2010-2011)
- d) Provide increased bandwidth for Internet access to offer services such as online

program presentations, information retrieval from universities and museums and e-book/ audio book downloading. (2010-2011)

e) Provide wireless internet (2009-2010)

Objective 3: Encourage self-service by library users to access library materials and information.

- a) Provide focused training to enhance technology skills for groups and individuals. (ongoing)
- b) Develop partnerships with community agencies to expand training beyond the library
- c) Upgrade Staff skills in technology and subject specific topics
- d) Identify and promote tutorial options for library users
- e) Continue to develop library services for remote users who cannot or choose not to visit the library by making as many resources as possible available electronically.
- f) Ensure that persons with disabilities have access to information by upgrading ADA compliant workstations as new technology becomes available, as well as designing library's website for use by persons with disabilities.

11. DEVELOPMENT PLAN

In March, 2008 the Board of Trustees for the Rockville Public Library approved a Strategic Plan for Development and a Operating Plan for Development, both covered the period 2008 – 2011. The stated mission is as follows:

“The Rockville Public Library Development Program's mission is to augment and expand the Library endowment fund while generating additional monies for day-to-day operations; and to promote the library by focusing on reputation, service, historical significance and future needs of patrons, and the community-at-large.”

See Appendices 5 and 6 for complete copies of the documents.

ACTION REQUIRED: To review and update both the strategic and operating plans for development to bring them in line with the Library's current state of affairs and to incorporate the directions mandated by the Strategic Plan 2010-2014.

Appendix 1 - Stakeholder Listing

Library Affiliates:

Friends of RPL

Staff

Parents/Patrons: Out of Towners/Residents

Grant writer

Business:

Chambers of Commerce (Vernon, Ellington, Tolland)

Economic Development Commission

Minority and small business groups

Major Employers – ECHN;

Board of Realtors

Rockville Downtown Association

Community Services Organizations/Clubs:

Rotary

Cornerstone Soup Kitchen

Lions

TriCity Shelter

Kiwanis

Moms' Club

United Way

Vernon Jr. Women's Club

AARP

American Red Cross

Senior Center

YMCA

Literacy Volunteers

Soroptimists

Cultural/Historical Groups:

Arts Commission

Dance groups

Historical Commission

Historical Society

Educational Organizations:

Public/Private Schools (St. Joe's)

Libraries in schools

MCC

PTO

Board of Education

Homeschool organization

Superintendent of Schools

Ethnic Organizations

Latino/Hispanic Groups

Asian groups

Urban League (if applicable)

Family Services Organizations

Financial Representatives

Bankers (Rockville Bank, Peoples, etc.)

Financial planners

Government/Political:

Jason McCoy, Mayor
Town Council Members
Claire Janowski, State Representative
Joan Lewis, State Representative
Joseph Courtney, US Representative
Law Enforcement
Organizations serving disabled:
Center on Deafness
Council of the Blind
Health and Human Services Commission
United Cerebral Palsy

Religious Groups:

Youth groups
Faith based centers (list)

Other organizations:

Social services (town)
Hockanum Valley Community Council
Big Brother/Sister
Boy/Girl Scouts
Parks and Recreation Vernon
Head Start
Vernon Community Network <http://rockvillect.com/VCN.htm>
Youth Services Vernon
Garden Club

Media: (for press releases)

Rockville Reminder
Journal Inquirer
Radio
Local Cable

Appendix 2

April 3, 2009

The Rockville Public Library is beginning a long-range strategic planning process and we are asking for your input and participation. Please assist the Board of Trustees in moving the Library into the future! Any comments you provide will assist us in improving our services and resources

Thank you for your time and attention. Your input is extremely important to this process.



Please enclose the survey in the envelope provided and place in the box at the circulation desk, in the book drop,

or mail to:

Rockville Public Library
52 Union Street, PO Box 1320,
Vernon, CT 06066.

(860) 875-5892

<http://www.biblio.org/rockville/index.htm>

1. Are you a:
 - a. Student
 - b. Teacher
 - c. Vernon Resident
 - d. Resident from another town?
 - e. What town do you live in?

2. How long have you lived in your town?
 - a. Less than 5 years
 - b. 6 – 10 years
 - c. More than 10 years

3. Do you have a library card?
 - a. Yes
 - b. No

4. What Library issued your library card?

5. If you use RPL rarely or not at all, please explain why. (Check all that apply).
 - a. I go online instead of borrowing books
 - b. No access to transportation to get to the Library
 - c. I don't have enough time
 - d. I buy my own books
 - e. The Library hours are inconvenient
 - f. I'm not sure what the Library has to

6. (Implied by list structure)
 - i. Magazine subscriptions
 - j. Newspaper subscriptions
 - k. Special needs information / materials
 - l. New books and bestsellers
 - m. Career guidance or resources
 - n. Business information
 - o. Children's books
 - p. Children's audiovisual
 - q. Early childhood / parenting
 - r. Consumer information
 - s. Community information
 - t. Electronic databases
 - u. Self-help collections
 - v. School curriculum support
 - w. Young adult / teen materials
 - x. Foreign language courses or books
 - y. Public access computers
 - z. Other (please specify) _____

7. How do you find out about RPL's programs and services? (Check all that apply).
 - a. Newspaper _____
 - b. Library website
 - c. Library bulletin board / flyers
 - d. Library staff / library newsletter
 - e. Word of mouth
 - f. Other (please specify)

offer.

- g. I use another library.
 - h. Other (please specify)
-

6. What **materials** do you think should be enhanced at the Rockville Public Library? (Select from a to z; check all that apply).

- a. Adult fiction books
- b. Adult non-fiction books
- c. Audio books
- d. Large print books
- e. Music CDs
- f. Movies on DVD
- g. Local history
- h. Reference materials

8. What Library resources /programs do you use when you visit RPL? (Check all that apply).

- a. Borrow books
 - b. Borrow DVDs / CDs
 - c. Use reference materials for study or research
 - d. Use public access computers
 - e. Use electronic /online resources
 - f. Request materials through inter-library loan
 - g. Use photocopier / microfilm reader
 - h. Attend children's programs
 - i. Attend adult programs
 - j. Read newspapers or magazines
 - k. Relax/spend quiet time
 - l. Speak with a Library staff member
 - m. Other (please specify)
-

9. What **programs or services** would you like to see offered or enhanced at the RPL. (Check all that apply).

- a. Basic literacy programs
- b. Book discussion groups
- c. Children's crafts
- d. Children's book programs
- e. Computer training
- f. Continuing education and career
- g. Cultural / holiday activities or materials
- h. English language skills
- i. Entertainment
- j. Genealogy programs
- k. Home delivery of materials
- l. Homework help or mentoring
- m. Preschool story time
- n. Public computer access
- o. Public information
- p. Reference help
- q. Teen programs
- r. Other (please specify)

10. When you visit RPL, how often do you find what you are looking for?

- a. All of the time
- b. Most of the time
- c. Some of the time

11. How satisfied are you with the overall services of the Library?

- a. Very satisfied
- b. Satisfied
- c. Not satisfied, please explain

12. How helpful is our staff?

- a. Very helpful
- b. Helpful
- c. Not helpful

Please explain how our staff helped you or could have been more helpful.

13. Do you feel comfortable using the on-line card catalog?

- a. Yes
- b. No

Please explain:

d. Rarely

e. Never

14. Please describe your ideal library.

15. What would make you use the RPL more frequently? (Please explain)

16. Do you have suggestions for programs that you or your family would like to attend?

17. What services or resources would you like to see added to the RPL? (Please explain)

<p>Please feel free to continue your responses to the above questions or make any additional comments on the reverse.</p>

RPL WEBSITE AND ELECTRONIC RESOURCES

<p>1. Do members of your household have access to a computer?</p> <ul style="list-style-type: none">a. Yes b. No <p>2. If yes, where? (check all that apply)</p> <ul style="list-style-type: none">a. Home b. School c. Work d. Public Library e. Other (please specify) <p>_____</p> <p>_____</p> <p>3. Do you use the RPL website?</p> <ul style="list-style-type: none">a. Yes b. No <p>4. Were you looking for something specific on the RPL website?</p> <ul style="list-style-type: none">a. Yes b. No <p>If yes, what information were you seeking?</p> <p>_____</p> <p>_____</p> <p>5. Did the RPL website meet your expectations?</p> <ul style="list-style-type: none">a. Yes b. No If no, please explain why:	<p>6. Did you find the RPL website easy to use?</p> <ul style="list-style-type: none">a. Yes b. No, please explain why: <p>_____</p> <p>7. For what types of activities do you use the computers at the RPL?</p> <ul style="list-style-type: none">a. Internet accessb. Microsoft programsc. E-Maild. Accessing WebCTc. Databasesd. Word Processinge. Other (please specify) <p>_____</p> <p>8. What types of technology would you use, that are currently not being offered at the Library?</p> <ul style="list-style-type: none">a. WiFi (wireless) b. Electronic books (i.e. Kindle) c. Other databases (please specify) d. Adaptive technology e. Other <p>_____</p> <p>9. How was your experience using the RPL computer(s) and resources?</p> <ul style="list-style-type: none">a. Excellent b. Good c. Fair
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<hr/> <hr/> <hr/>	d. Poor
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10. Please use this space or the back of this page for sharing any additional comments that you may have about the Rockville Public Library or the Library's website: <http://www.biblio.org/rockville/>

Thank you for completing the library survey.

Appendix 3 – SWOT Assessment Results (Focus Groups/Surveys)

Strengths

1. Staff
 - Committed to friendly service
 - Knowledge of the collections
 - Highly educated
 - Staffing level “on target”
2. Collection
 - Current and relevant
 - Scope of collection is broad (i.e., multiple formats)
 - High speed Internet access available and well used
 - Word processor in Children’s Department available and well used
3. Building
 - Culturally and architecturally significant
 - Centrally located in Historic Downtown District
 - Has space for community use (Peck Room)
 - Multi-purpose reading room
 - Separate children’s area
4. Programming
 - High quality; prepared by professionals
 - Appeals to varied interests, e.g., adult book discussion, music, etc.,
 - Quality and quantity of children’s programming very good
 - Children’s programs are popular
 - Supports public and private school initiatives—purchases materials for summer reading and other assignments throughout the year; supports pre-school literacy
5. Promotion and publicity
 - Amount is good, with news articles appearing out of state
 - Enjoys unsolicited press coverage
 - Promotes self via website
 - Has active Friends of Rockville Public Library
 - Readers’ Advisory Program (Staff picks based upon knowledge of patrons’ tastes)
 - Teen Advisory Board

Weaknesses

1. ADA Accessibility
 - No elevator between floors
 - Restrooms and staff room inaccessible
2. Parking is insufficient at this time, although this situation *may* be relieved in the future.
3. While variety of materials is good, the numbers of each item is low. (budget below average for size).
4. Insufficient number of computer terminals to accommodate patrons’ needs, and many are regularly out of order.
5. Municipal support low for size of population to be served.
6. Misconception exists in the community that Rockville “Public” Library is a municipal library and, therefore, does not need private contributions.

7. Building, “although beautiful and historically significant”, is expensive to maintain.
8. Salaries of hourly (part-time) staff are not competitive with surrounding area.
9. Board membership does not include individuals with certain identifiable skills that would be very useful during this period:
 - Investment background
 - Fundraising of various sorts
 - Active business experience (as opposed to past business experience or actively practicing professional)
10. Availability of space may become an issue in the near future as demand for materials and access increase.
11. Programming for young adults suffers because space restricts its potential growth.

Opportunities

1. A pool of new potential patrons exists in and around Vernon, i.e., more and larger ethnic populations.
2. The Rockville Public Library is located in Historic Downtown Rockville that now enjoys a vibrant renaissance program.
 - Rockville Public Library is a member of the Rockville Downtown Association and has jointly sponsored a public event.
3. The Reading Room is conducive to various uses, which can allow for new programming for which it is suited.
4. There is untapped potential for future fund-raising within the service population.
5. The Town of Vernon may possibly increase its level of support.

Threats

1. Our endowment’s value has significantly eroded because of economic downturns and our need to use it for ongoing operating expenses.
2. The state and local budgets have been constrained and show no signs of significantly improving. This influences the extent to which those entities can support our needs.
3. Rockville Public Library is vulnerable to potential lawsuits and/or public embarrassment because of non-compliance with the ADA.
4. The age of the building systems makes them subject to costly repairs.

Appendix 4 – Service Response Assessment

Description and Benefits of this Service To RPL User	Priority Level to RPL	Potential Partner Organizations	What groups may already be providing this service?	Implications to RPL for those services assessed as high priority – resources, personnel, space, affiliations, etc.
1. Be an informed citizen - local, national, and world affairs		AARP tax advisors, League of Women Voters		
2. Build successful enterprises - business / nonprofit support		Chamber of Commerce, Service Corp of Retired Execs (SCORE), service orgs - Rotary, Lions, Kiwanis, small business centers in community college		
3. Celebrate diversity - cultural awareness		Houses of worship, ethnic organizations, student exchange programs, social service agencies		
4. Connect to the online world - public internet access				
5. Create young readers - early literacy		Day care, Head Start, new parent groups, pediatricians, social service agencies		

Description and Benefits of this Service To RPL User	Priority Level to RPL	Potential Partner Organizations	What groups may already be providing this service?	Implications to RPL for those services assessed as high priority – resources, personnel, space, affiliations, etc.
6. Discover your roots - genealogy and local history		DAR, historical societies, museums		
7. Express creativity - create and share content		Arts organizations, Senior Center, Teen Center, theater groups, writers workshops		
8. Get facts fast - ready reference		Other libraries		
9. Know your community - community resources and services		City Departments, newcomers club, non-profits, Red Cross, social service agencies, United Way, service organizations		
10. Learn to read and write - adult and teen literacy		Adult Ed Dept at HS, houses of worship, community college, Literacy Volunteers		
11. Make career choices - job and career development		Chamber of Commerce, community colleges, tech schools, HS guidance, service organizations,		

Description and Benefits of this Service To RPL User	Priority Level to RPL	Potential Partner Organizations	What groups may already be providing this service?	Implications to RPL for those services assessed as high priority – resources, personnel, space, affiliations, etc.
		Teen Center		
12. Make informed decisions - health, wealth, and other life choices		AARP, county extension services, financial planners, fitness centers, Health Dept, hospitals, Parks & Rec Dept, Senior Center, service organizations, YMCA/YWCA		
13. Satisfy curiosity - lifelong learning		Community college, Parks & Rec Dept, Senior Center, Teen Center, clubs & organizations		
14. Stimulate imagination - reading, viewing, and listening for pleasure		Authors, book clubs, book stores, gaming groups, music stores, theaters, newspaper book and media reviewers		
15. Succeed in school - homework help		Board of Education, homeschooling groups, PTO, school media center specialists, student council		

Description and Benefits of this Service To RPL User	Priority Level to RPL	Potential Partner Organizations	What groups may already be providing this service?	Implications to RPL for those services assessed as high priority – resources, personnel, space, affiliations, etc.
16. Information fluency - understand how to find, evaluate, and use information		Community college, computer clubs, Senior Center, Teen Center		
17. Visit a comfortable place - physical and virtual spaces		City departments, clubs and organizations		
18. Welcome to the US – services for new immigrants		Houses of worship, ethnic grocery stores and organizations, Literacy Volunteers, social service agencies		

Appendix 5
THE ROCKVILLE PUBLIC LIBRARY
PROPOSED
STRATEGIC PLAN *for* DEVELOPMENT
2008—2011

MISSION

The Rockville Public Library Development Program's mission is to augment and expand the Library endowment fund while generating additional monies for day-to-day operations; and to promote the library by focusing on reputation, service, historical significance and future needs of patrons, and the community-at-large.

GOALS

- 1. To be financially positioned to meet community needs and expectations.**
 - a. Increase income for operating budget to eliminate the shortfall between endowment income and costs of operation.
 - b. Seek greater municipal support.
 - c. Seek additional sources of public and private funding.

- 2. Attract and maintain talented staff.**

- 3. To achieve high community awareness of the Rockville Public Library and, generally, to improve its visibility**
 - a. Improve marketing activities and communication.
 - b. Create a public awareness campaign designed specifically to address misconceptions about the meaning of “public library”
 - c. Involve diverse community groups in library programs and projects.

- 4. Employ additional formal funding strategies to maximize all sources of Library’s support.** [For example, donor cultivation, additional fundraising events]

- 5. Determine the role of the board in fundraising**

- 6. Develop capital campaign to defray costs of improved or renovated building and equipment.**

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Appendix 6
THE ROCKVILLE PUBLIC LIBRARY
PROPOSED
OPERATING PLAN *for* DEVELOPMENT
2008—2011

MISSION

The Rockville Public Library Development Program's mission is to augment and expand the Library endowment fund while generating additional monies for day-to-day operations; and to promote the library by focusing on reputation, service, historical significance and future needs of patrons, and the community-at-large.

GOALS

- 1. Establish and staff a professional development position**
Timeline: January 2008

Action Party: Board decision. Co-directors implement

- a. Give the development functions the focus required to succeed at this mission
- b. Perform the staff work customary to such positions
- c. Provide guidance to the Board of Trustees and RPL leadership staffs in new or better fundraising and public relations activities.

- 2. Improve the effectiveness of the Annual Appeal.**
Timeline: Spring and summer 2008

Action Party: Development Officer

- a. Conduct a town-wide mass mailing on selected streets and/or neighborhoods to inform and to solicit funds among a larger population group.

- b. Vet the existing appeal mailing list to identify donors and their patterns of giving.
- c. Institute a donor recognition program to express the Library's appreciation of their support and to motivate others to give.

**3. Rename the Rockville Public Library "George Maxwell Memorial Library."
Timeline: May 2008**

Action Party: Board of Trustees/R. Hurd leader

- a. Overcome historic local schism between Rockville and Vernon
- b. Reduce the confusion over the meaning of "public"
- c. Use as occasion for launching new emphasis and focus in fundraising

**4. Develop new publicity materials
Timeline: Spring 2008**

Action Party: Development Officer

**5. Pursue funding to address ADA and safety deficiencies, and certain other space needs
Timeline: FY 2008**

Action Party: R. Hurd

- a. Retain design consultant
- b. Update space needs
- c. Use State bonding funds of \$550,000

**6. Expand fund-raising program by adding new components.
Timeline: 2009**

Action Party: Development Officer (lead)

- a. Begin program for seeking bequests and larger gifts
- b. Hire grant writer
- c. Begin face-to-face solicitations

[This draft \(FINAL\) sent to BOT on March 19, 2008](#)

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