



Kent Memorial Library

Read, Learn, Imagine.

Long Range Plan 2009-2014

Developed by:

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*With input from and thanks to:
Staff members
Kent residents who participated in focus groups*

Executive Summary

The purpose of this plan is to establish priorities which will allow the Board, staff and other members of the community to make resource allocation decisions to improve the collection, programs and services of the Kent Memorial Library (the "Library"). Impetus for this plan was derived from both the proposition that the current space is inadequate and the availability of new possibilities created by the move of the Kent Volunteer Fire Department from the adjacent building into their new location leaving the old building vacant and available to the Library.

The Library embarked upon two major projects simultaneously in 2008: the creation of a Long Range Plan and a Building Program. A 2004 Long Range Plan recognized space and financial issues. It focused upon the maximization of space, building collections, upgrading technology, improving marketing and communication as well as the physical plant, and increasing operational and endowment funds.

This plan for 2009-2014 furthers the work of the previous plan and adds services that require additional space for implementation.

Approach

Input was obtained through community focus groups, staff interviews, analysis of the community, and a review of present services. A consultant with experience in developing plans in other institutions was engaged to assist in the effort. The purpose was to determine future service needs and related facilities requirements.

Purpose and Missions

The Library is a unique private library, serving as Kent's public library. It must fundraise to obtain two thirds of its annual operating budget as only one third is provided by the Town of Kent from its Grants Budget. Since the Association and the Library are separate organizations, two mission statements were agreed upon for clarity.

- The mission of the Kent Library Association is to provide the resources and oversight needed to ensure that the Kent Memorial Library accomplishes and adheres to its mission.
- The mission of the Kent Memorial Library is to enrich individuals and the community by providing materials, programs and services to encourage reading, learning, and imagination.

Motto/Byline/Slogan

Taking a cue from the mission statement "Read, Learn, Imagine" was adopted and thought to be a long lasting and a positive motto.

Service Responses

In order to further clarify the nature of future core services which should be provided and receive funding consideration by the institution the Board identified the following in order of priority:

- **Current topics and titles:** The Library will provide current topics and titles to help fulfill community residents' appetite for information about popular cultural and social trends and satisfying their desire for recreational experiences.
- **Cultural awareness:** The Library will help satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.
- **Commons:** The Library will provide a commons environment that helps address the need of people to meet and interact with others in their community.
- **Lifelong learning:** The Library will help people address their desire for self-directed personal growth and development opportunities.

Goals and Objectives

This plan incorporates goals that emphasize significant improvements. It does not include maintenance goals to continue the excellent ongoing programs and services. It anticipates that these will continue at their present level. A major component of the service offering and related resource allocation is the Children's Reading Collection and Programs. Throughout the planning process everyone praised the excellence of these services. These will continue and improve! The Library will seek to improve in all areas while developing the new initiatives outlined in the following plan.

GOAL 1 Building Program - Provide adequate space appropriate for the community and sufficient to allow the Library to achieve its mission. The community which the Library serves will have the library facilities and equipment that reflect and meet the needs described by public, staff and Board input during the 2008 planning process in order to effectively carry out its mission until 2028.

Objectives:

- A. Using the draft building program written in connection with this plan, complete and implement the program that addresses space needs by either utilizing the existing footprint which includes the combined existing and firehouse properties, or locating and utilizing another appropriate location.

- B. Design a building based on the determined location that will meet the Library's space requirements.

GOAL 2 Resources - Target and obtain sufficient funds and volunteer resources necessary for future Library operation, an enhanced facility and building maintenance.

Objectives:

- A. Continue to locate financial resources to fund the annual operations and capital requirements.
- B. Increase the library endowment in order to reduce the pressure of annual fundraising.
- C. Raise sufficient funds to complete the building program and indemnify its incremental operating costs identified under Goal 1.

GOAL 3 Public Relations and Marketing - Ensure that there is increased awareness within the community's members of the Library's services, programs, classes, and events.

Objectives:

- A. Use new methods to market the library services, collections and programs so that more people have an increased knowledge of what the Library offers.
- B. Improve public awareness about the Library's: mission, goals, objectives, services, collections, programs, building, staffing, and budget.

- C. Gain support from the town administration and obtain public “buy in” to the Library’s: mission, goals, objectives, services, collections, programs, building, staffing, and budget.
- D. Increase incentives for the public who are members of the Association.
- E. Expand programming for full time and part time residents and non residents in Litchfield County in order to broaden and increase the Library base of support.

GOAL 4 Volunteers - Evaluate, reorganize and increase the core number of volunteers and the number of hours served by each age group in the community.

Objectives:

- A. Increase the number of responsible volunteers and aggregate volunteer hours.
- B. Evaluate current volunteer needs and determine ways to increase productivity and job satisfaction.

GOAL 5 Adult Fiction and Nonfiction Collections - Streamline the book selection process with the goal of making it more proactive to patrons’ needs and wants.

Objectives:

- A. Redefine the roles of the selection committee and the library director.
- B. Anticipate, order and prepare appropriate books for the community in a timely manner.

GOAL 6 Tweens (grades 6–8) - Add service content that will be interesting and attract Tweens into various programs and collections at the Library. Tweens should come to love the library and continue reading and library use into adulthood.

Objective: Redefine and implement compelling services and collection additions for Tweens such as 1) Monthly Tween activities that involve movies and books together on Friday evenings, 2) Use of dramatic readings and theater with an adult coach perhaps from Kent Players or Film Festival School, and 3) Involvement of Tweens in the planning, design and fundraising for their areas of interest.

GOAL 7- Technology and Sustainability - Position the Library in the forefront in its use of technology and adoption of environment friendly policies.

Objectives:

- A. Along with the other members of the Bibliomation consortium migrate to a new Integrated Library System (ILS).
- B. Enhance technology to further improve the communications delivery system.
- C. Explore and where appropriate participate in the electronic delivery of media and as possible serve as community information center.
- D. Explore and utilize technology to make the institution more green (defined as lowering its CO₂ footprint).

If you would like a copy of the full Long Range Plan, please contact the Kent Memorial Library at 860-927-3761 or email Donna Miller at dmiller@biblio.org.