

**Morse Institute Library**  
**Strategic Plan**  
**FY2012 – FY2016**



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**MORSE INSTITUTE LIBRARY**  
**Strategic Plan for FY2012 - FY2016**

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## GUIDING IDEAS

### Mission

The Morse Institute Library's mission is:

- to provide free access to print and non-print materials and quality reference service to library users of all ages and abilities;
- to serve as a major educational resource with programs and hands-on learning opportunities for all residents of Natick and the MetroWest area;
- to serve as a community and cultural center with meeting and exhibit spaces for individuals as well as municipal and civic groups

The Morse Institute Library strives to meet the needs of the Natick community well into the future.

### Vision

The Morse Institute Library will be the place where people of Natick and the MetroWest area can learn, enjoy, and enrich their lives.

## EXECUTIVE SUMMARY: Key Objectives for the Next Five Years

Based on input from the Natick community, library trustees, and library staff, the Strategic Planning Committee identified the following key objectives for FY2012-FY2016:

1. Meet or exceed the library's FY2010 service milestones  
*The library was open 3,060 hours, circulated over 500,000 items, and offered 350 hours of outreach to seniors, homebound, and other Natick residents in FY2010.*
2. Receive municipal appropriation sufficient to meet the Massachusetts Board of Library Commissioner's requirement for certification  
*Certification ensures eligibility for state library funds, and is necessary for our community to have access to Minuteman Library Network services, such as borrowing books from other Minuteman libraries.*
3. Restore fulltime Young Adult Librarian position  
*Natick's growing young adult population needs a librarian trained to engage and support them so that they will become lifelong readers and learners.*
4. Restore summer weekday evening and weekend hours  
*Families and working adults need weekday evening and weekend hours to be able to enjoy the library's collections and services.*
5. Increase level of funding for library collections  
*Increased funding is needed to meet both the demand of the community for new materials in a variety of formats, and to meet the Massachusetts Board of Library Commissioner standards.*

To accomplish these key objectives, the library will require sufficient resources from the Town. The library board and staff will continue to seek outside revenues to support the library in advancing these objectives.

## PLANNING PROCESS SUMMARY

The Morse Institute Library, having implemented its 2007–2010 strategic plan, sought to develop a new plan for FY 2012 - FY 2016. It had to do so in a local, state, and national economy very different than that of 2006 and 2007. The library's historical focus on growth no longer matched the tenor of the times. A planning process was needed that would be sensitive to the limits to growth currently being felt in the town of Natick, and yet would position the library for future growth when the economy rebounds.

The desired outcomes of the planning process were several:

- 1) A completed strategic plan by December 1, 2010 to meet the Massachusetts Board of Library Commissioners certification requirement
- 2) A document that guides and informs both short term (next 12 – 24 months) and long-term (three to five years) decision-making
- 3) A process that engages the community and revitalizes the staff

The MIL formed a Strategic Planning Committee (SPC) to guide the process. Members included:

Kristen Arnold, Morse Institute Library Staff  
Cathi Collins, Natick Finance Committee  
Michelle Cromwell, Community Representative  
Mary Delmonte, Community Representative  
Kathleen Donovan, Library Board of Trustees  
Jane Finlay, Assistant Library Director  
Karen Adelman Foster, Community Representative  
Patrick Hayes, Community Representative

Paul Joseph, Natick Board of Selectmen  
Gerald Mazor, Library Board of Trustees  
Sally McCoubrey, Friends of the Library Steering Committee  
Dennis O'Hare, Community Representative  
Linda Stetson, Library Director  
Jay Vogt, Library Consultant (Peoplesworth)

The SPC sought community input through:

- An online survey that was completed by 476 residents
- Two public focus groups that were attended by 24 residents
- One public focus group for teens that was attended by 20 teens
- Feedback on mission, vision and priorities from the Board of Trustees
- Completion of a demographic profile based on census data

The SPC sought staff input through:

- Two staff focus groups scheduled so that all staff could attend
- Staff reports to the state detailing library performance statistics

A core team - consisting of the consultant, a trustee and the library's two senior staff – reviewed the survey and focus group data, and completed several drafts of the strategic plan that were reviewed by the SPC. The final draft was reviewed and approved by the Board of Trustees on November 9, 2010.

## **STRATEGIC GOALS OVERVIEW**

### **GOAL 1:**

Expand the number and diversity of library users by providing a broader range of opportunities for them to learn, enjoy, and enrich their lives

### **GOAL 2:**

Increase awareness of the MIL and its collections, services, and programs

### **GOAL 3:**

Enhance the collections, services, and programs that promote children's literacy, from early childhood through young adult

### **GOAL 4:**

Serve as a major resource for reliable and accurate information, provided by a well-trained and professional reference staff

### **GOAL 5:**

Develop and provide services and programs that address the evolving computer and technology literacy needs of all members of the community

### **GOAL 6:**

Promote use of the MIL facility for a wide range of cultural and educational programs

### **GOAL 7:**

Ensure the sustainability of the MIL for future generations

## STRATEGIC GOALS

### Goal 1: Expand the number and diversity of library users by providing a broader range of opportunities for them to learn, enjoy, and enrich their lives

#### Survey Data:

- 65% ranked the quality and breadth of the library's collection as more important to them than the quality of service or quality of programs
- 90% ranked borrowing books as the most important service the library provides to both them as individuals and to the community as a whole
- When asked what specific improvement they would like to see, one respondent said it best: *"More books, more hours."*
- *"Keep up the bookmobile service. I don't know what I would do without you folks."*

| Strategic Objectives  | Services   | Performance Measures   |
|---|--|--|
| Provide free access to the library facility with welcoming, experienced staff   | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Serve public 3,060 or more hours annually</li> </ul> </li> <li>• Restore the fulltime Young Adult Librarian position</li> <li>• Restore hours, especially on summer evenings and weekends, and holiday weekends</li> <li>• Increase the living room feel of library furnishings</li> </ul>   | # of hours of service offered annually<br># of weekend and evening hours open<br>Fulltime Young Adult Librarian on staff   |
| Provide free access to a diverse and current collection, in both print and electronic formats, as valued by our community | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Maintain and renew collection of 190,000 items or more</li> <li>▪ Circulate 500,000 or items or more annually</li> </ul> </li> <li>• Restore collection funding to meet MBLC standards and the demand for new materials from our community</li> <li>• Make more ebooks available</li> <li>• Expand collection of new releases (books, DVDs, CDs...)</li> </ul> | # of items in collection<br># of items circulated annually<br>Survey public about satisfaction with library collections, and engage them in the selection of library materials |
| Expand library services to underserved populations through bookmobile & other outreach                                    | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Offer 350 or more hours of bookmobile service annually</li> <li>▪ Serve 5,000 or more bookmobile patrons annually</li> </ul> </li> <li>• Expand services for those who cannot visit the library (visually impaired, homebound, etc.)</li> </ul>  | # of bookmobile hours<br># of bookmobile patrons   |
| Expand library programs for adults  | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Offer 150 or more adult educational programs annually</li> <li>▪ Attract 2,000 or more adult education program participants annually</li> </ul> </li> <li>• Host more literary programs with authors discussing their books</li> </ul>   | # of programs for adults offered annually<br># of adult program participants annually  |

|  |  |   |
|--|--|---|
| Provide a functional and flexible physical space that supports both group use and quiet study space              | <ul style="list-style-type: none"> <li>• Explore means of reducing noise that travels throughout the library</li> <li>• Find ways to reduce noise for those using the Study Rooms</li> </ul>   | Survey public about library noise levels  |
| Continually improve the quality, efficiency and cost-effectiveness of library facilities, services, and programs | <ul style="list-style-type: none"> <li>• Redesign circulation function to deliver more value</li> <li>• Increase “do-it-yourself” patron service options so library staff can redeploy to serve patrons in new ways</li> <li>• Assess library staff skills and interests and plan for cross-training</li> <li>• Reinstate the Information Desk</li> <li>• Improve way-finding and signage</li> </ul> | # of patron self check out stations<br># of interactions at an Information Desk |

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| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Cost of restoring the fulltime Young Adult Librarian: \$60,000</li> <li>• Cost to fund four hours on Sunday afternoons from September through May: \$1,400 per Sunday for FY12 (increases annually)</li> <li>• Cost to meet MBLC collection standards and community demand: \$240,000 - \$250,000 for FY12 (increases annually)</li> <li>• Funding to meet the MBLC Municipal Appropriation Requirement for state certification: <i>TBD</i></li> </ul> |
|------------------|---|

## GOAL 2: Increase awareness of the MIL and its collections, services, and programs

### Survey Data:

- 49% found library web site easy to use and 42% found it answers their questions, but many asked for it to be a *“more user friendly format”*
- *“Please be better about marketing your programs”*

| Strategic Objectives  | Services   | Performance Measures   |
|---|--|--|
| Enhance virtual public library via library web site                                   | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Attract 35,000 or more visits to library web site annually</li> </ul> </li> <li>• Improve library web site to make more user friendly</li> <li>• Expand access and use of databases from home</li> </ul>                         | # of visits to library web site<br># of databases accessible from home   |
| Communicate regularly to all residents via a variety of media, including social media | <ul style="list-style-type: none"> <li>• Maintain current high level of library coverage in Natick Tab-Bulletin and MetroWest Daily News</li> <li>• Produce regular Library Show on Natick’s community cable station</li> <li>• Initiate publicity campaign to increase number of subscribers to library e-newsletter, Facebook, and other social media</li> </ul> | # of newspaper articles<br># of Library Shows<br># of subscribers to E-newsletter<br># of Facebook fans                |
| Boost awareness of the library among residents through clear branding and messaging   | <ul style="list-style-type: none"> <li>• In-library electronic bulletin board</li> <li>• Explore redesign of the library brand and logo</li> <li>• Rethink library signage and way finding (includes accessibility)</li> </ul>   | Have electronic bulletin board in lobby<br>Have a new library logo in use<br>Improved internal signage and way finding |
| Use bookmobile as community marketing resource  | <ul style="list-style-type: none"> <li>• Continue to send bookmobile to appropriate community events</li> </ul>  | # of community events visited by bookmobile  |

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| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Cost of electronic bulletin board: \$7,000 - \$8,000</li> <li>• Cost of redesign for logo/branding: <i>TBD</i></li> <li>• Cost of new signage: <i>TBD</i></li> </ul> |
|------------------|---|

**GOAL 3: Enhance the collections, services, and programs that promote children’s literacy, from early childhood through young adult**

**Survey Data:**

- *“More children’s programs on varied days of the week [and on weekends] so working parents can attend with their children”*
- *“More support in the young adult room. This age group is underserved.”*

| Strategic Objectives  | Services  | Performance Measures  |
|---|---|---|
| Provide free access to children’s area with welcoming, experienced staff  | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Serve children 3,060 or more hours annually</li> <li>▪ Maintain and renew collection of 60,000 or more items</li> <li>▪ Circulate 175,000 or more items free annually</li> <li>▪ Offer 435 or more children’s programs annually</li> <li>▪ Attract 7,750 or more participants to children’s programs annually</li> </ul> </li> <li>• Offer more children’s programs on varied days of the week and on weekends</li> <li>• Strengthen ties with all levels of the Natick Public Schools</li> </ul> | <ul style="list-style-type: none"> <li># of hours of service annually</li> <li># of children’s items circulated annually</li> <li># of children’s programs</li> <li># of children’s program participants</li> </ul> |
| Provide free access to young adult area with welcoming, experienced staff | <ul style="list-style-type: none"> <li>• Rehire fulltime Young Adult Librarian</li> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Reinstate offering of YA programs</li> <li>▪ Maintain and renew YA collection</li> <li>▪ Reinstate Teen Advisory Group</li> </ul> </li> <li>• Make the library a more welcoming place for young adults</li> </ul>  | <ul style="list-style-type: none"> <li># of young adult staff</li> <li># of young adult programs</li> <li># of young adult program participants</li> <li>Active Teen Advisory Group</li> </ul>                      |

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| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Cost of restoring the fulltime Young Adult Librarian: \$60,000</li> </ul> |
|------------------|--|

**GOAL 4: Serve as a major resource for reliable and accurate information, provided by a well-trained and professional reference staff**

**Survey Data:**

- 29% ranked using the library for research as one of the top five services the library provides to the Natick community
- "We need to rethink reference"
- "Lots more people would take advantage of reference if it was a more well-advertised opportunity." "What is already there is mind-boggling."

| Strategic Objectives   | Services  | Performance Measures  |
|--|---|---|
| Provide access to a well-trained and professional reference staff, and a current collection of reference resources | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Offer reference service 3,060 or more hours annually</li> <li>• Provide 35,000 or more reference service transactions annually</li> </ul> </li> <li>• Maintain and renew reference collection</li> <li>• Continue transition from print to electronic resources</li> </ul>  | # of hours of reference service annually<br># of reference service interactions annually<br># of electronic reference sources   |
| Redesign delivery of reference services and work space to meet new needs   | <ul style="list-style-type: none"> <li>• Renovate reference area to serve public better</li> <li>• Rethink reference services to support the changing role of reference (get out from behind the desk, one-on-one reference service by appointment, technology assistance, etc.)</li> <li>• Ensure all reference staff are trained and able to provide assistance using any of the library's electronic resources</li> <li>• Assess library staff skills and interests and plan for cross-training</li> </ul> | # of reference service interactions annually<br># of one-on-one appointments<br>Survey patrons about their awareness, use, and satisfaction with reference services and resources |
| Assist with community's employment and human services information needs  | <ul style="list-style-type: none"> <li>• Increase access to collection and community resources for employment and human services needs</li> <li>• Provide expanded staff and computer support for people searching for employment</li> <li>• Partner with area nonprofit or town staff to provide information/programs on employment skills or opportunities</li> <li>• Support local non-profits by providing free access to Foundation Center materials and programs</li> </ul>                             | # business and employment-related programs or trainings offered annually<br># of Foundation Center programs offered   |

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| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Cost of annual membership fee to host Foundation Center collection: \$995/year</li> <li>• Cost of professional development, added to the library municipal budget: \$5,000/year</li> </ul> |
|------------------|---|

**GOAL 5: Develop and provide services and programs that address the evolving computer and technology literacy needs of all members of the community**

**Survey Data:**

- 35% ranked using library computers as one of the top five services the library provides to the Natick community; *“Some people can’t afford computers.”*
- Provide *“computers with Internet access set aside for people job searching”*
- *“I used library computers before I got my own computer going”*

| Strategic Objectives   | Services   | Performance Measures  |
|--|--|---|
| Provide free access to technology and the training to use it   | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Provide Internet access to 600 patrons weekly via 20 computers</li> <li>▪ Provide 48 computer and technology classes annually</li> <li>▪ Provide 3 hours of weekly drop-in computer assistance</li> <li>▪ Provide wireless access to all areas of the library</li> </ul> </li> <li>• Add wireless printing capability</li> </ul> | # of patrons served weekly via computers<br># of computer classes annually<br># of computer class participants<br># of laptops, notebooks & other devices available for loan<br># of computers available for patron use |
| Expand services to technologically less literate   | <ul style="list-style-type: none"> <li>• Provide expanded support for learning new technologies</li> <li>• Provide computer classes targeted to those with little or no computer training</li> </ul>   | # of beginner computer classes annually<br># of beginner computer class participants  |
| Develop a comprehensive technology plan during FY2012 to guide the library from FY2013-FY2016                            | <ul style="list-style-type: none"> <li>• Provide current hardware and software to support community needs (for example, e-books and e-book readers)</li> </ul>   | Technology Plan for FY2013-FY2016<br>Survey patrons about their awareness, use, and satisfaction with library technology  |
| Provide staff development and training opportunities to keep staff current with all appropriate and necessary technology | <ul style="list-style-type: none"> <li>• Budget and schedule staff development and training opportunities</li> <li>• Add appropriate new technologies to library tools and services</li> </ul>   | # of staff receiving technology training annually   |

|                  |  |
|------------------|--|
| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Funds sufficient to support FY2013-FY2016 needs identified in the FY2012 technology plan</li> </ul> |
|------------------|--|

**GOAL 6: Promote use of the MIL facility for a wide range of cultural and educational programs**

**Survey Data:**

- 72% said the quality of programs offered at the library was less important than the quality of library collections and the quality of service
- However, 26% included attending free library programs as one of the top five services the library provides to the Natick community
- Most frequently requested: *“more programs for adults,” “more authors discussing their books,” and “more book groups”*

| Strategic Objectives  | Services   | Performance Measures  |
|---|--|---|
| Serve as a community gathering place by providing meeting and program space | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:                             <ul style="list-style-type: none"> <li>▪ Offer access to four or more meeting rooms</li> <li>▪ Host 3,000 or more community meetings annually</li> </ul> </li> <li>• Add a hearing support system to the Lebowitz Meeting Hall</li> </ul> | # of meeting rooms<br># of community meetings hosted annually |
| Increase number of educational and cultural programs at the library         | <ul style="list-style-type: none"> <li>• Actively recruit and partner with community institutions to host a broad range of educational or cultural programs</li> </ul>   | # of programs held at the library                             |

|                  |   |
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| <b>Resources</b> | <ul style="list-style-type: none"> <li>• Cost of purchasing and installing a hearing support system: \$1,100 - \$2,000</li> </ul> |
|------------------|---|

## GOAL 7: Ensure the sustainability of the MIL for future generations

### Survey Data:

- *"We need dynamic, conceptual, rich ideas if libraries are not to disappear"*
- *"We have to introduce the library to the next generation... make it a compelling place for young people"*
- *"We could be a whole different library in five years"*

| Strategic Objectives   | Services   | Performance Measures  |
|--|--|---|
| Cultivate non-library users to become library patrons, and library patrons to become active library supporters | <ul style="list-style-type: none"> <li>• Increase percent of Natick residents with library cards</li> <li>• Increase outreach to adolescents and adults, particularly "20 somethings"</li> <li>• Develop and implement service delivery measures to gauge library patron satisfaction</li> <li>• Survey non-library users to learn why they don't use the library</li> </ul>   | # of Natick residents with library cards<br># of new patrons annually<br>Results of library satisfaction measures                                       |
| Become the employer of choice in the Metrowest area for library staff  | <ul style="list-style-type: none"> <li>• Develop professional development curriculum for staff</li> <li>• Increase cross-training of staff</li> <li>• Increase technology training in areas of need for all staff</li> <li>• Find ways to empower staff to make changes to solve problems</li> <li>• Keep on the cutting edge of library innovation</li> </ul>   | Revised job descriptions to define core competencies<br>Updated staff manual & orientation program<br># of staff receiving technology training annually |
| Become volunteer opportunity of choice in Natick   | <ul style="list-style-type: none"> <li>• Meet or exceed FY2010 milestones:               <ul style="list-style-type: none"> <li>▪ Manage 188 or more volunteers annually</li> <li>▪ Enable volunteers to contribute 3,500 + hours annually</li> </ul> </li> <li>• Recruit and/or hire Volunteer Coordinator to help staff recruit, orient, train, and manage volunteers</li> </ul>   | # of volunteers<br># of volunteer hours contributed annually<br># of volunteer coordinator hours  |
| Diversify the library's revenue sources  | <ul style="list-style-type: none"> <li>• Collaborate with Friends of the Library</li> <li>• Collaborate with Morse Institute Library Corporation</li> <li>• Seek grants from government, private, and other sources</li> <li>• Seek corporate sponsors</li> <li>• Explore feasibility of a program to seek bequests to the Library</li> <li>• Explore feasibility of a major gifts program</li> <li>• Explore feasibility of a planned giving program</li> </ul> | # and amount of grants awarded annually<br># of donors<br># of new donors<br>Amount of funds donated annually   |
| Promote the integration of the library and its services with town resources, town systems, and town goals      | <ul style="list-style-type: none"> <li>• Collaborate with other town departments to provide services of mutual interest</li> </ul>   | # of collaborative projects   |
| <b>Resources</b>   | <ul style="list-style-type: none"> <li>• Support and guidance from town administration to promote departmental interest, willingness, and time to foster and promote collaborative projects</li> </ul>   |   |

## **Appendix A**

### ***A Brief History of the Morse Institute in Natick***

The library you see today began in 1808 as a modest collection of about 100 books in the home of Samuel Morse, just up the street from today's building. Thirty-nine years later, that early circulating library evolved into the Citizen's Library, and accumulated 425 books by 1852. Natick resident Henry Wilson, the country's vice president during Ulysses S. Grant's second term, was one of the original shareholders of the Citizen's Library. The town stepped in with funds for books and a librarian as well as a room to house the collection in 1857.

In 1862, the Morse Institute Library was born as the legacy of Mary Ann Morse, Samuel Morse's granddaughter. Declaring that she had "a strong and abiding interest in the welfare and prosperity of my beloved town," Miss Morse left her entire estate to build a library and fill it with books (maintaining the building and paying a librarian was up to the town). Her will gave the library its name and established an elected, 5-member board of trustees to govern.

However, for the next 11 years, the Morse Institute Library only existed on paper. As large as Mary Ann Morse's estate was, it wasn't big enough to carry out her wishes. The first task of the initial board of trustees was to increase the funds. By 1872, the trustees more than doubled the value of Mary Ann Morse's estate and her vision finally began to take physical shape. The original Morse Institute Library building, designed by George B. Thayer and constructed by Underwood Brothers, was dedicated on December 25, 1873, and opened its doors to the citizens of Natick a week later, on January 1, 1874. Less than two weeks later, all of downtown Natick burned down. The library escaped with only minor damage.

Like the early circulating and Citizen's libraries before it, Morse Institute Library grew to meet demands for increased library services. Additions were built in 1927 and again in 1964. By the mid-1980s, Morse Institute Library once more needed room to grow. Plans began for a major renovation that would not only provide more space, but would bring the library fully into the era of electronic information, allow for handicapped access, and provide the facilities needed to become a real cultural and civic center of Natick.

In July of 1990, the Friends of the Morse Institute Library was established as an independent, non-profit organization to support library projects and services. This volunteer group has been involved in raising funds for such things as: refurbishing our stained glass windows and antique furnishings, museum passes, special programs, the new bookmobile (which was officially dedicated in January of 2002), our Speed Read collection, our self check-out stations, new outdoor book drops, and additional furnishings throughout the library.

At town meeting in the spring of 1994, town meeting members voted overwhelmingly to provide seven million, four hundred thousand dollars for renovations and a major addition to the library. During the next few years, the library raised over a million dollars from individual donors, the Friends of the Library, and area businesses to furnish and equip the new facility.

In the fall of 1994, library staff and volunteers packed up the collection and moved a few blocks west into temporary quarters. Both of the earlier additions as well as a building next door were razed to make way for the current building, designed by A. Anthony Tappe and Associates and built by Callahan & Sons. The renovations to the original 1873 library preserved the library's place in Natick history, while the new addition provides the foundation and space to take the library into the twenty-first century.

The new facility, which opened in April 1997, tripled the public space of the old library and provided meeting spaces for public use; spacious areas for children's and young adult services; reference and circulation departments with space to expand and the internal technological capabilities to allow the library to meet the growing use of electronic services. Space is available to expand the collection of library materials by fifty percent and to house the library's collection of local history and genealogical materials. With funding from an anonymous family foundation, we were able to construct an archive room and purchase a Liebert unit which controls temperature and humidity in the archive room.

Library patrons, area businesses and service organizations immediately embraced the new library. Use and circulation have almost tripled in the ten years the new facility has been open to the public. Use and support by local organizations and businesses continue to grow, with over one thousand meetings held in the meeting halls each year and a growing number of programs co-sponsored by the library, municipal departments and service organizations.

The library continues to be governed by a five-member board of trustees. The trustees are elected by popular vote to 5-year terms. The trustees appoint the library director, who manages the routine operation of the library. Major funding for the library is provided by the town of Natick.

## Appendix B

### COMMUNITY SCAN

Natick Demographics (from 2000 U.S. Census, unless otherwise stated)

- Population:
  - 32,170 (2000)
  - 31,838 (**Natick Town Report 2009**)
- Age:
  - 7.1% under 5 years\* (**2006-2008 estimate**)
  - 76.2% 18 years and over\* (**2006-2008 estimate**)
  - 13.8% 65 years and over\* (**2006-2008 estimate**)
- Education:
  - 94.1% high school diploma
  - 52.5% bachelor's degree or higher
- Major Industries (**2009**)
  - Retail trade
  - Professional, scientific, and technical services
  - Health care and social assistance
- Income:
  - Median family income: 85,617 (2000)
  - Median family income: 112,683\* (**2006-2008 estimate**)
  - Per capita income: 39,896 (2000)
  - Per capita income: 44,152\* (**2006-2008 estimate**)
- Poverty:
  - 2.8% individuals (2000)
  - 3.2% individuals\* (**2006-2008 estimate**)
- School Population:
  - 4,596 in 2008-2009 school year
  - 4,663 in 2009-2010 school year (Natick Public Schools)
    - Average class size grades 1-6: 391
    - Average class size grades 7-12: 324
- Do not speak English at home
  - 3.5% in 2000
  - 15.6% (**2006-2008 estimate**)

\* U.S. Census Bureau, *2006-2008 American Community Survey*

#### Financial Indicators (from Financial Summit, September 22, 2010 Town of Natick):

- Natick has favorable property tax collections, revenues related to economic growth, and debt service levels.
- Natick has marginal expenditures per household and personnel costs, and reserve levels.
- Natick has unfavorable and uncertain levels of State Aid, benefit expenditures, pension liabilities, amounts of capital investment and reliance upon one-time revenues.

The Strategic Planning Committee and the library board and administration developed this strategic plan in the context of these demographic trends and fiscal constraints.

## Appendix C

### SUMMARY OF 2010 MORSE INSTITUTE LIBRARY SURVEY RESULTS

#### Morse Institute Library Survey

Also available online:

<http://www.surveymonkey.com/s/ZC36B6N>

14 East Central Street

Natick, Massachusetts 01760

508-647-6520



Please help us plan for your library's future. Your participation in this survey will help us to identify areas where we can improve, and help us to better understand the needs and priorities of the community as we make important choices in the coming years.

Thank you for taking a few minutes to complete this brief survey.

#### Use of the Morse Institute Library (Downtown Natick)

##### 1. How often do you typically visit the Morse Institute Library? (*check only one*)

4.9% Daily    **48.3 Weekly**    27.6% Monthly    12.4% Less than once a month    6.8% Never

##### 2. If you do not visit the Morse Institute Library, please tell us why (*check all that apply*)

|   |   |
|---|---|
| 9.3% Too far from home, traffic downtown  | <b>30.7 % I use the bookmobile instead</b>                |
| 9.3 % Limited/no transportation           | 3.6% I don't know what is available for me at the library |
| 4.3% Library doesn't have anything I need | 19.3 % I don't have time to visit the library             |
| 15% I get materials at another library    | 2.9% I feel uncomfortable at the library                  |
| 10 % Hours are not convenient             | 8.6% I prefer to buy my own materials                     |
| 10.7% Parking is too difficult to find    | 16.4% None of the above                                   |

##### 3. Is there any other reason why you don't/wouldn't visit the library? If yes, please explain briefly. 111 responses

##### 4. When do you most often visit the library? (*check only one*)

|                       |                                |                       |
|-----------------------|--------------------------------|-----------------------|
| 19% Weekday morning   | <b>35.2% Weekday afternoon</b> | 21.2% Weekday evening |
| 9.8% Saturday morning | 10.7 % Saturday afternoon      | 4 % Sunday afternoon  |

### Evaluate the Morse Institute Library

To help us understand which materials, programs, and improvements matter most to the community, please answer the following questions about the library, its collection and services.

5. Overall, how would you rate your satisfaction with the library on each of the following? *(check one box per row)*

|                                 | Very satisfied | Somewhat satisfied | Somewhat unsatisfied | Very unsatisfied | No opinion |
|---------------------------------|----------------|--------------------|----------------------|------------------|------------|
| Quality of its collection       | <b>65.6%</b>   | 27.3%              | 2.3%                 | 1.1%             | 3.6%       |
| Quality of services             | <b>80.1%</b>   | 12.4%              | 2.3%                 | 1.1%             | 4.1%       |
| Quality of the programs offered | <b>45.8%</b>   | 21.6%              | 3.7%                 | 1.2%             | 27.7%      |

6. Please rank the following in terms of their relative importance to you: *(check one box per row)*

|  | Most important | 2 <sup>nd</sup> most important | Least important |
|--|----------------|--------------------------------|-----------------|
| Quality and breadth of the library's collection        | <b>64.6%</b>   | 26.3%                          | 9.1%            |
| Quality of service I receive at the library            | 32.3%          | <b>53.7%</b>                   | 14%             |
| Quality and breadth of programs offered at the library | 10.3%          | 17.6%                          | <b>72.15</b>    |

**7. Which of the following library services are most important to you? (choose up to five answers)**

**Top 5 answers from list of 29 services :**

- 1. **89.8%** Borrow books
- 2. 51.9 % Borrow DVDs
- 3. 37.3% Use the library to request materials from other libraries
- 4. 35.3% Borrow museum passes
- 5. 32.6% Borrow audio materials (audiobooks, CDs, Playaways)

**8. Which of the following library services do you think are most important to the Natick community? (choose up to five answers)**

**Top 5 answers from list of 29 services:**

- 1. **90.8%** Borrow books
- 2. 45.5% Borrow DVDs
- 3. 35.2% Use library computers
- 4. 32.7% Borrow museum passes
- 5. 28.6% Use the library for research

**9. How would you rate the quality of the library in terms of each of the following?**

*(Please rate each item on a scale of 1 to 10, where '1' = "Strongly disagree" and a '10' = "Strongly Agree")*

|  | % Strongly Disagree |     |     |     |     | % Strongly Agree |     |      |      |             | % No Opinion |
|--|---------------------|-----|-----|-----|-----|------------------|-----|------|------|-------------|--------------|
|  | 1                   | 2   | 3   | 4   | 5   | 6                | 7   | 8    | 9    | 10          |              |
| The library has what I am looking for                  | 2.1                 | 0.2 | 1.4 | 0.5 | 2.3 | 2.8              | 6.0 | 17.9 | 22.8 | <b>40.5</b> | 3.5          |
| It's easy to find what I am looking for                | 2.2                 | 1.0 | 0.2 | 0.7 | 1.9 | 3.1              | 7.2 | 16.5 | 25.9 | <b>37.2</b> | 4.1          |
| The library is accessible for people with disabilities | 2.2                 | 0.7 | 0.2 | 0.2 | 1.9 | 1.4              | 1.7 | 6.0  | 15.7 | <b>38.6</b> | 31.2         |
| The library staff is helpful and friendly              | 2.1                 | 0.7 | 0.9 | 0.5 | 1.9 | 2.6              | 3.3 | 8.7  | 13.8 | <b>63.4</b> | 2.1          |
| The library staff is knowledgeable                     | 2.1                 | 0.2 | 0.5 | 0.2 | 1.4 | 1.9              | 3.6 | 9.5  | 16.9 | <b>56.6</b> | 6.9          |
| The library offers interesting programs                | 2.7                 | 1.0 | 1.7 | 1.2 | 2.2 | 5.3              | 8.4 | 12.0 | 14.7 | <b>27.0</b> | 23.9         |
| The library is a comfortable place                     | 2.6                 | 0.5 | 0.2 | 0.7 | 0.7 | 2.1              | 3.1 | 11.6 | 19.5 | <b>55.8</b> | 3.1          |
| The library website is easy to use                     | 2.4                 | 1.0 | 1.2 | 1.2 | 2.6 | 2.7              | 7.5 | 13.1 | 18.6 | <b>30.8</b> | 18.9         |
| The library website answers my questions               | 2.7                 | 0.7 | 1.0 | 1.7 | 3.4 | 2.4              | 7.5 | 13.1 | 18.2 | 24.5        | <b>24.8</b>  |

**10. What one or two specific improvements would you like to see?** 264 responses; 212 skipped the question

## Please Tell us about Yourself

To ensure that every member of the community enjoys the Morse Institute Library, its collection, services, and programs, we would like to learn more about you. Answering these questions will help the Town of Natick and the Morse Institute Library more effectively meet the needs of Natick's citizens and those of our friends from surrounding communities. Your personal information will remain private.

### 11. How do you find information about what is going on at the library or in Natick? (choose all that apply)

|        |   |       |  |      |                                       |
|--------|---|-------|--|------|---------------------------------------|
| 54.1%  | <b>Bulletin boards and information table at the library</b> | 18.2% | Town of Natick website                     | 8.3% | Boston Globe                          |
|        |   | 17.7% | "Virtual Backpack" (Natick Public Schools) | 7.8% | Natick community television (Pegasus) |
| 52.0%  | Morse Institute Library website                             | 13.0% | I call the Morse Institute Library         | 6.6% | Search engines (e.g., "I Google it")  |
| 38.1 % | Word of mouth (my friends, family...)                       | 10.4% | Other                                      | 5.0% | Boston.com                            |
| 32.9%  | Natick Tab-Bulletin   | 9.5%  | Natick Public Schools website              |      |                                       |
| 31.0%  | Metrowest Daily News  | 9.5%  | Facebook or Twitter                        |      |                                       |

### 12. Are you a resident of the Town of Natick? 92.1% Yes 7.9% No

### 13. How would you like the library to refer to you? Are you a:

|       |                       |       |                  |                                     |
|-------|-----------------------|-------|------------------|-------------------------------------|
| 43.1% | <b>Library patron</b> | 24.9% | Library member   | Other (please specify) 53 responses |
| 27.7% | Library user          | 4.4%  | Library customer |                                     |

### 14. What is your gender? 76.45 Female 23.6% Male

### 15. What is your age group?

|      |                |              |               |
|------|----------------|--------------|---------------|
| 0.0% | Younger than 8 | 29.5%        | 30-45         |
| 0.9% | 8-12           | <b>37.7%</b> | <b>46-65</b>  |
| 1.6% | 13-17          | 26.4%        | Older than 65 |
| 3.9% | 18-29          |              |               |

### 16. If you are a parent, please indicate the grade level(s) of your school-aged child/children in the 2010-2011 school year:

|       |                    |      |         |              |   |
|-------|--------------------|------|---------|--------------|---|
| 16.7% | Pre-K/Kindergarten | 4.5% | Grade 5 | 2.7%         | Grade 10  |
| 5.2%  | Grade 1            | 3.9% | Grade 6 | 3.3%         | Grade 11  |
| 6.7%  | Grade 2            | 2.4% | Grade 7 | 4.5%         | Grade 12  |
| 10.0% | Grade 3            | 4.2% | Grade 8 | 13.0%        | College/Graduate School                                     |
| 6.4%  | Grade 4            | 3.6% | Grade 9 | <b>48.2%</b> | <b>Not applicable (not a parent/children out of school)</b> |

*We appreciate your help! Thank you for taking the time to complete this survey.*