

2020 in sight!

Fletcher Free Library's Strategic Plan 2016-2019

Our 2020 Vision

Our community is engaged in lifelong learning. And the Fletcher Free Library is an essential partner in Burlington's economic, social, and cultural growth.

Our Mission

To inform, enrich, and nurture a community of lifelong learners.

Our Guiding Principles

The Fletcher Free Library is:

- Open to all;
- Dedicated to intellectual and personal freedom;
- Responsive, adaptive and accountable;
- Always learning;
- A steward of materials and spaces;
- Committed to working in partnership with the community;
- Passionate about our mission, the Fletcher Free, and Burlington.

Our Strategy



Goal 1	FFL enables and facilitates learning, empowering through knowledge.
Expected Outcome	A community engaged in lifelong learning.
Strategy 1.1	Provide cultural and literary enrichment opportunities.
<p>Objective: Offer cultural and literary enrichment opportunities for all ages that engage, inspire, inform and open conversation among community members.</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Develop and deliver enrichment programming for: <ul style="list-style-type: none"> ○ Early learners, ○ Youth, ○ T(w)eens, ○ Young adults / professionals ○ Adults, ○ Seniors. • Provide literary enrichment outreach services to: <ul style="list-style-type: none"> ○ Seniors, ○ Homebound patrons, ○ Home-based child carers, ○ Students at summer schools and camps.
Strategy 1.2	Provide universally accessible literacy programming.
<p>Objective: Offer literacy programming that:</p> <ul style="list-style-type: none"> ○ improves connectivity and access to knowledge; ○ prepares learners for continued growth; ○ contributes to the academic and career success of the community. 	<p>Activities:</p> <ul style="list-style-type: none"> • Develop and deliver: <ul style="list-style-type: none"> ○ Early literacy programming for early learners; ○ Continued learning programming for t(w)eens, young adults and adults; ○ Summer learning programming for early learners, youth and t(w)eens. ○ Digital literacy programming for t(w)eens, adults and seniors; ○ Life skills & financial literacy programming to teens, young adults, adults and seniors; ○ Language learning programming for young adults, adults and seniors. • Provide literacy outreach services to: <ul style="list-style-type: none"> ○ Seniors, ○ Homebound patrons, ○ Home-based child carers, ○ Students at summer schools and camps.
Strategy 1.3	Maintain reciprocal partnerships for successful learning.
<p>Objective: Ensure partnerships add value to community learning opportunities, leveraging both library and partner resources.</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Collaborate with partner organizations to enhance learning opportunities available to the community through partnerships. • Connect families and patrons of all ages to learning opportunities at the library and in the community. • Represent FFL and the City in professional networks and special initiatives, as well as on committees, boards and commissions.

Goal 2	FFL provides meaningful and dynamic library user experiences.
Expected Outcome	The community trusts and values the library.
Strategy 2.1	Provide useful, usable and desirable library services, resources and spaces.
Objective: Ensure all services and spaces: provide a solution; satisfy a need; are easy to use; are safe.	Activities: <ul style="list-style-type: none"> • Optimize library touchpoints (places of patron interaction w/ the library). • Develop and institute a user-focused service philosophy. • Ensure library policies empower staff and are user-focused. • Design comprehensive, behavior reinforcing, user-centered signage and wayfinding throughout the library.
Strategy 2.2	Build staffing capacity.
Objective: Ensure appropriate staffing levels, skill sets and staff empowerment to meet service demands and community needs.	Activities: <ul style="list-style-type: none"> • Ensure access to professionally enriching opportunities for staff. • Organize all-staff, in-house professional development opportunities. • Ensure all staff participate in annual evaluation with supervisor and Director. • Create new positions: <ul style="list-style-type: none"> ○ Computer Center Monitors (1.5 FTE) – FY17 (<i>budgeted & vacant</i>) ○ Assistant Directorship (Reference & IT Librarian position) – FY17 (<i>budgeted & vacant</i>) ○ Adult Literacy Coordinator (ALC) – FY18 ○ Youth Literacy Coordinator (YLC) – FY18 ○ Early Education specialist (EES) – FY18 ○ Inter-library loan position (.5 FTE) – FY18 or FY19 • Redraft job descriptions: <ul style="list-style-type: none"> ○ Systems Support Specialist to Data and Communication Technologist – FY17 ○ Cataloger to Collection Development Librarian – FY17 ○ Program and Partnership Librarian – FY17 ○ Circulation Chief (also reclassification) – FY17 ○ Outreach Librarian (also reclassified) – FY19 ○ Youth Library Assistant positions – FY17 ○ Library Assistants (also reclassification) - FY18 or FY19 • Design and implement centralized volunteer management system for the library.
Strategy 2.3	Maintain relevant, easy-to-access collections.
Objective: Patrons use collections for personal growth and lifelong learning.	Activities: <ul style="list-style-type: none"> • Implement user-focused access to collection via catalog and physically. • Maintain centralized collection development model and evaluate its success.
Strategy 2.4	Provide access to existing and emergent IT resources.
Objective: Ensure IT resources: <ul style="list-style-type: none"> ○ Provide a solution; ○ Satisfy a need; ○ Are easy to use. 	Activities: <ul style="list-style-type: none"> • Optimize all IT touchpoints (places of patron interaction w/ library IT). • Ensure digital resources and their interfaces are seamless and optimized for mobile technology. • Train staff to support patrons in the use of digital resources. • Upgrade public IT resources (computer center, youth, teen & catalog).

Goal 3	FFL is positioned to sustain and grow resources.
Expected Outcome	The community perceives FFL as a critical asset to the community.
Strategy 3.1	Maintain a strong community presence.
<p>Objective: Raise awareness of library services, their benefit and how to access them.</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Rebrand the library, creating a branding system for Children’s Library, Teen Space, Computer Center and Friends of Fletcher Free Library. • Design, develop and maintain a comprehensive, user-focused library website. • Develop, distribute and post marketing materials that meet patron needs. • Ensure outreach services are coordinated and consistent with our strategic goals. • Library staff represent the library in community events, city-wide initiatives and committees, and local professional networks.
Strategy 3.2	Be responsive and accountable.
<p>Objective: Develop and implement a continuous improvement system that ensures services, resources and spaces remain aligned with evolving community needs and expectations.</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Develop a centralized database to track service statistics, patron satisfaction and community needs. • Develop an online performance measurement dashboard, linked to the database. • Participate in BTV Stats and other city-wide data initiatives. • Implement a continuous improvement cycle: <ul style="list-style-type: none"> ○ Administer community needs assessment and patron satisfaction surveys annually. ○ Evaluate service provision and survey data. ○ Design service and space improvements. ○ Implement improvements to services and spaces.
Strategy 3.3	Be sustainable.
<p>Objective: Strengthen the organizational and financial foundation for the library.</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Streamline the legal, financial, administrative and governance policies and processes for the Friends of FFL to be the library’s 501c3 foundation responsible for funding library programming, professional development and special initiatives. • Transition annual appeal and community donations from general fund to foundation. • Manage all other library fundraising activities (grants, sponsorships and capital campaigns), as well as donor and investor relations through the foundation. • Incorporate Foundation fundraising into annual library budget presentation to City Council Board of Finance • Develop and implement a capital campaign to renovate and upgrade the children’s library and teen space. • Upgrade the computer center and other public IT resources through corporate sponsorship partnerships.