

**A FIVE-YEAR PLAN OF ACTION FOR THE
M.G. PARKER MEMORIAL LIBRARY
DRACUT, MASSACHUSETTS**



FY 2017 – FY 2021

**October 1, 2016
M.G. Parker Memorial Library
28 Arlington Street
Dracut, Massachusetts
978-454-5474**

TABLE OF CONTENTS

Page

1	Introduction & Approval of the Governing Board
2	Mission Statement
3	Methodology
3	Standards of Library Service
4	Elements of Quality Library Service
5	Community Profile
5	Library Profile
	Governance
	Staffing
	Hours of Operation
	Collections
	Friends of Dracut Library
	Dracut Library Foundation
	History of the Library
	Library Budget Data
	Library Comparisons FY2015 Ranking Report from MBLC
12	Assessment of User Needs
	SOAR Results
	Survey Results
	White Board Results
27	Goals & Objectives
31	Action Plan

INTRODUCTION & APPROVAL OF GOVERNING BOARD

Public Libraries must have an approved Long-Range Plan on file with the Massachusetts Board of Library Commissioners in order to apply for both Library Services and Technology Act funds and the Massachusetts Public Library Construction Program. Libraries that have done planning have repeatedly confirmed how important the process has been in their local efforts to gain recognition, funding and staffing for accomplishing the goals and objectives set out in their plans.

An up to date strategic plan serves as a valuable guide for library staff and Trustees as they allocated resources and services. In this rapidly changing world, the radical shift from paper to digital information challenges libraries to find new and creative ways to serve their communities. Libraries need to periodically assess how effectively they are serving their community and what they have done to ensure that they are providing what their community most wants, needs, and values. This is particularly true given the expanding number of choices, formats and technologies available today.

The Board of Trustees and the staff wish to thank the Dracut community as well as those that served on our long-range planning committee, for helping us to establish these goals for the future of library services as outlined in this document.

BOARD OF LIBRARY TRUSTEES

Linda Trouville, Chair

Eric Jackson

John Dyer

Monique Verville

James Nolan

LIBRARY ADMINISTRATION

Nanci Milone Hill, Library Director

Diane Annunziato, Assistant Director/Senior Reference Librarian

Carole Hamilton, Office Administrator

STAFF

Penelope Berube
Children's Librarian

Lydia Gravell
Technical Services Librarian

Eleanor Szafran
Circulation Librarian

Catherine Bence
Reference Librarian

Cheryl Salem
Assistant Circulation Librarian

Amber Bouchard
Children's Room Assistant

Laura Sanscartier
Technology Assistant

Amy Spencer
Circulation Assistant

David Lamoreaux
Custodian

William Toomey
Young Adult Librarian

Robin Gadue
Adult Page

Christine Guile
Adult Page

Colette Marion
Adult Page

Melissa Ryan
Adult Page

Roger Schwitalla
Adult Page

Brian Bisson
Student Page

Katie Krikoris
Student Page

Marina Morse
Student Page

LONG-RANGE PLANNING COMMITTEE

Nanci Milone Hill, Library Director

Eric Jackson, Library Trustee

Lori Cahill, Director of Parks & Recreation

John Vaporis, Dracut High School Librarian

Allison Hughes, Dracut Selectwoman

Penelope Berube, Children's Librarian

Diane Annunziato, Assistant Director/Senior Reference Librarian

Rebecca Duda, History Teacher/Richardson Middle School

Vicki Turcotte, Dracut Resident & Technical Services Librarian at the Chelmsford, MA Public Library

Mary Behrle, Independent Library Consultant

The FY 2017 – FY 2022 Long-Range Plan was approved by the Board of Library Trustees on September 14, 2016.

MISSION STATEMENT

The Moses Greely Parker Memorial Library was founded to provide, organize, and preserve books, materials and information to increase the recreational and educational levels of the Dracut community. Since the renovation and addition to the library in 2006, the Library has also striven to become a community center, providing a location for residents to come to sit, connect with technology, attend programs, and increase their awareness of the world around them.

In order to meet our mission, we:

- Provide courteous and friendly service to everyone that visits the library.
- Provide popular materials in a multitude of formats for all ages.

- Be a resource center for all those seeking information.
- Provide the community with educational, recreational, and cultural programming.
- Adhere to the rules and regulations presented by the American Library Association which allow each person the right to seek information without censure, regardless of age.

METHODOLOGY

The Library launched its long-range planning (LRP) process during the spring of 2016.

A diverse LRP committee was formed to include Trustees, Town Employees, Government Officials, Friends of the Library, Library staff and patrons. The committee met twice, first on June 8, 2016 to identify the library's strengths, opportunities, aspirations and results (SOAR). The second meeting was held on June 16, 2016. The purpose of this meeting was to brainstorm the committee's vision for the Town of Dracut in five years. During the months of May and June 2016, a community survey was given to residents. The survey was available in both an online and a paper version. Ninety-one residents returned the survey. In addition to the survey, we put a white board in the main foyer of the library, near the Circulation Desk. We used this board to ask our patrons questions about what kinds of programs they would like to see the library offer, what their favorite thing about the library was, as well as various other questions throughout this past year. The Director and Assistant Director spoke individually with patrons, trustees, Friends and staff, asking them their thoughts on the library today and where they would like to see it in five years. All of these became the basis for the current LRPs Goals and Objectives. A final plan of the draft was submitted to the Trustees on September 14, 2016 for their approval.

STANDARDS OF LIBRARY SERVICE

The legal requirements for state aid to libraries in Massachusetts provide the minimum standards for library service. (Code of Massachusetts Regulations 4, 00: Free Public Library Service – Regulations.) The M.G. Parker Memorial Library has consistently met these standards.

- The library is open to everyone with no charge for normal services.
- The M.G. Parker Memorial Library is currently open six days a week (closed on Saturdays from Memorial Day to Labor Day). We are open Mondays, Tuesdays & Wednesdays from 8:30 am to 8:30 pm, and on Thursdays, Fridays & Saturdays from 8:30 am to 4:30 pm. (605 CMR 4.01: Regulations 3; Minimum Hours Open Per Week for libraries in communities of 25,000 – 49,999 – 60 hours a week, including some evening, weekend, and morning hours. Minimum requirement does not include hours between Labor Day and Memorial Day.)
- The Library employees “trained library personnel” in accordance with regulations promulgated by the Massachusetts Board of Library Commissioners. “Trained library personnel” is defined in the Code of Massachusetts Regulations (605 CMR 4.01: Regulations 4; libraries in communities with population 10,000 and up) as a library director who holds a Master's Degree from an ALA accredited Library Science program and holds a certificate of professional librarianship issued by the Massachusetts Board of Library Commissioners.

- In each of the library's last three fiscal years, 13% of its budget was expended on materials. (605 CMR 4.01: Regulations 5; libraries in communities with 25,000 to 49,999 people shall spend a minimum percentage (13%) of the library's total annual budget for books and periodicals).
- The library lends books to other libraries in the Commonwealth and extends privileges to holders of cards issued by other certified public libraries in the Commonwealth on a reciprocal basis.
- Comply with the Municipal Appropriation Requirement (MAR). (Massachusetts General Law (M.G.L., c.78, s.19A), states that a municipality must appropriate a figure of at least the average of the last 3 years' municipal appropriations to the library for operations, increased by 2.5%, in order to be certified for State Aid to Public Libraries.) The Parker Library has always met its Municipal Appropriation Requirement. For FY 2017, the Town was directed to put the Library's State Aid in a separate account, to be expended by the Library Director and the Board of Library Trustees, as per Massachusetts State Law, Chapter 46 of the Acts of 2015 (that shall be deposited with the treasurer of the city or town and held in a separate account and shall be expended by the public library of that city or town without appropriation). Because the Town of Dracut has always given the Library their State Aid as part of their municipal appropriation and cannot do so this year, it is unlikely that we will meet the Municipal Appropriation Requirement. The Director and Board plan to file for a waiver of this requirement. It is their most sincere hope that FY 2017 will be the only year that we will need to do so.

ELEMENTS OF QUALITY LIBRARY SERVICES

The M.G. Parker Memorial Library embraces the following elements that constitute quality library service.

- A building that is user-friendly and comfortable, with numerous locations for staff use, study use, and group events.
- A staff that upholds and practices a customer-service friendly philosophy.
- A current and popular collection of materials to meet the popular needs and interests of the community.
- A set of Trustee Bylaws and Library Policies that reflect the library's mission and philosophy.
- A fully operational and updated computer/technology system that supports staff work and community interest.
- Informed and supportive Trustees that advocate for average and above-average library services on the local level.
- Trustees and a Library Director that are charged with the responsibility to secure adequate library funding for maintenance, materials, technology, programming, and staffing.
- An ongoing planning process to meet the needs of all members of the community.
- Promotion of goods and services through effective publicity and marketing.
- Encourage outside use of our facility where space and availability allow.

COMMUNITY PROFILE

The Town of Dracut was incorporated in 1701 and is governed by an open town meeting, a five member board of selectmen, and a town manager. It is located in northeastern Middlesex County approximately 28 miles north of Boston. It is bordered on the north by Pelham, New Hampshire, on the east by Methuen, the west by Tyngsboro, and on the south by Lowell and Tewksbury. The Town occupies a land area of 20.84 square miles. Dracut's population (as of January 1, 2016) is 30,188.

Dracut is a pleasant, recreational community utilizing the Community Preservation Act to preserve its agricultural, historical, and open space heritage. Former mill buildings along Beaver Brook have undergone adaptive reuse as commercial and residential facilities. It offers a full range of housing from high end surrounding a golf course to deed restricted affordable units and much in between. The Dracut Housing Authority provides housing for eligible low income families and disabled persons.

The Town provides general governmental services for the territory within its boundaries including police and fire protection, disposal of garbage and recyclables, public education in grades K through 12, sewer services, streets, parks and recreation. Water services are provided by the Town and the Dracut Water Supply District, the latter an independent entity. The Greater Lowell Vocational School District accepts applications for vocational training for students in grades 9 through 12.

Dracut's residents are well regarded for their volunteerism and their willingness to help both individuals and families in distress.

The Town is situated so as to provide ready access to the Lowell and Boston metropolitan areas to the south, the Atlantic seacoast to the east and the mountains and lakes of New England to the north. There is an abundance of recreational, healthcare and educational institutions all within an hour or less drive.

LIBRARY PROFILE

The M.G. Parker Memorial Library is a member of the Merrimack Valley Library Consortium (MVLC). The MVLC Consortium is a 36-member network of public libraries which provides members with a shared database, catalog, and access to numerous periodical databases, indexes, and electronic reference resources. Three million, two hundred thousand items are available to its members.

The Library is also part of the Massachusetts Library System (MLS). MLS is a multi-type, state funded library system which provides support services – including inter-library loan and delivery service, reference and database services, deposit collections, professional development, and advisory and technical consulting services. The MLS provides services to more than 1,700 Massachusetts libraries of all types and sizes throughout the Commonwealth. MLS was established in July 2010 with the following mission: "The Massachusetts Library System, a state-supported collaborative, fosters cooperation, communication, innovation and sharing among member libraries of all types."

GOVERNANCE

The M.G. Parker Memorial Library is a tax-supported department of the Town of Dracut. The Library is governed by an elected five-member board of trustees. Library management, collection development, and provisions for library services to the public are delegated by the Board to the Library Director. The Director is appointed by the Board, is directly responsible to the Board, and is an employee of the Town of Dracut and subject to its Personnel Bylaws.

STAFFING

The Library staff consists of eight full-time employees: the Library Director, Assistant Director/Senior Reference Librarian, Reference/Technology Librarian, Children's Librarian, Office Manager, Technical Services Librarian, and two Circulation Librarians. There are thirteen part-time employees. All employees are expected to handle circulation and reference as needed. All employees are also expected to take advantage of training opportunities.

HOURS OF OPERATION

The Library is open 60 hours per week from Labor Day to Memorial Day. Monday through Wednesday, we are open 8:30 am – 8:30 pm. Thursday, Friday and Saturday, we are open 8:30 am – 4:30 pm. The Library is closed on Saturday from Memorial Day to Labor Day.

COLLECTIONS

The Library currently holds 108,695 items. That includes 81,374 books, 2,282 volumes of print periodicals, 7,602 audio CDs, 8,461 DVDs, 5,586 eBooks, 2,415 downloadable audio holdings, 75 downloadable video holdings, 675 items in electronic format, 1 microform, and 224 miscellaneous items (eBook readers, cake pans, telescopes, puppets, etc.). The Library subscribes to 7 databases.

THE FRIENDS OF DRACUT LIBRARY

The Friends of the Dracut Public Library (FOL) is an independent, nonprofit organization of civic-minded volunteers. They support the *Parker Memorial Library* by promoting library awareness, providing needed unbudgeted items such as programming through fundraising, and participating in literacy programs.

Their major fundraiser is the annual book sale. The book sale, which has become a notable community event, promotes literacy by getting affordable books into homes.

The Friends' Store, open year round on the 1st floor of the library, sells previously owned books at affordable prices. The book store is open to the general public.

The FOL also runs a "Fall Raffle."

The FOL annually awards a scholarship for a worthy, college-bound student.

The Friends sponsor the Museum Pass Program, offering patrons free or discounted access to area museums, zoos, and other family activities.

THE DRACUT LIBRARY FOUNDATION

The Parker Library Foundation was established to help raise funds for items that were not eligible for grant funds when the Library addition and renovation was done in 2005. Though some of those funds are still available and can be requested for use by the Library Director, their active fundraising has been discontinued.

HISTORY OF THE LIBRARY

In 1800 seven community members petitioned Middlesex County for permission to begin a social library within the community of Dracut. Permission was granted and shortly, at a Dracut Proprietors meeting, a clerk and librarian were selected. By-laws were drawn up and accepted the following June. Very quickly, book collections were developed and housed in several different locations throughout the Town. Anyone that paid a fee of one dollar and fifty cents was allowed unlimited borrowing privileges. Few records remain from that period, but we do know that the borrowing period was for three months and that the overdue fine was one cent per day. All books had to be returned to the libraries before the annual Town Meeting or the borrower was charged twenty-five cents for the neglect. This form of library service continued for twenty years. Then, in the 1820s interest diminished and eventually, all holdings were sold at auction.

Lending library collections continued to exist in Dracut throughout the remainder of the century, but there was no centralized collection and no library as we know it today. These small collections of books housed near the different schools must have been purchased by individuals since the budget shows no line item for support of library materials.

It was not until 1900 that the community of Dracut joined with the rest of Middlesex County and set about establishing its own free public library. The annual Town Meeting saw a Library budget item of \$200.00 out of a full budget of \$5,000.00, and the establishment of a six member (each representing a different district) Board of Library Trustees.

The Library was housed on the second floor of Town Hall. It remained there until 1922 when Mrs. Mary Morrison donated a building and the furnishings in memory of her brother, Dr. Moses Greeley Parker. The \$25,000.00 building was to remain the property of the Town as long as one percent of the total operating budget of the Town went to the Library. This stipulation was ignored over many years and when the question was brought to legal counsel it was deemed that, though we had the right to this money, precedent had been set over the years and the enforcement of this stipulation was no longer deemed possible.

In the beginning, this 4,500 square foot library shared space with the Historical Society. The upper floor with its barrel vault ceiling and Palladian windows contained all the materials of the library while the lower level belonged to the Historical Society and housed the records of the community. From these records, we found that there were informal branches of the library throughout the Town, some in stores, some in schools, but all materials were returned to the main library. The circulation figures remained very high due to the fact that every question, every visit and every phone call was listed as a circulating item. With this

form of calculation in 1928, they boasted a total circulation of 80,000. If we counted the same way today, our circulation would be in the millions.

When the “new” library opened in 1922, the community decided that it no longer needed a six member Board of Trustees and voted to lower the number to three. It was also decided to elect the members “at large,” for rotating three year terms. While we know this Board continued to set policies for the Library, records of the actual policies, rules, and lists of actual materials, have not been found.

As the years past, the Library, along with the Town, continued to grow and more space was needed. Nature lent a hand when the lower level sustained a flood that forced the Historical Society to move to a drier home. Immediately, the lower level, more of a basement with its single window and water problem, became the children’s room.

Outreach to the schools began under the direction of the town and school libraries in different parts of town. One of the original High School Librarians was also a Trustee of the Parker Library, and acted as a liaison between the two facilities. All discards and donated books were sent to the schools until money was found in the budget to fund those libraries. It wasn’t long before the school library budgets and salaries for the school libraries far surpassed the Public Library.

During the 1970s, plans for a new building were drawn up and arguments began. The community did not see the necessity for expansion and cut the size of the proposed building by almost half. What was to be a two story building with a pitched roof and much storage space was accepted in 1979 as a flat roofed building containing a community meeting room, adult collection, and work space. The connection to the old building was not well planned, resulting in the children’s room being split into two levels, forcing parents to choose between their young readers and older children needing help. The separation of age levels continued through occasional floods until, in 1992, “Hurricane Bob” put the finishing touches to any hope of continued use. The meeting room became the Children’s Room, with bright, sunny windows and a lot more space. The 1992 building was left for storage, mold, and occasional meetings.

The early 1990s were not kind to the Parker Library. Budgets were slashed and hours cut so drastically that it was only open 35 hours a week. Finally, due to a failed override, the total library budget was eliminated from the Town budget and on July 14, 1992, the M.G. Parker Memorial Library became the first Public Library to completely close down due to an override failure. It did not take long for people to realize what not having a Library meant. In less than six months, thanks to the efforts of the Friends of the Library, the Parker Library, fully funded by donated money, re-opened its doors. Since that day, the Library has been viewed through a different lens. The value of the Library became evident to the residents once it was closed.

Upon re-opening, a close look was taken at the condition of the building and the Library’s place in the community. Town officials were aware that the building needed drastic help, and the Board of Trustees took the first planning steps. The structure underwent a complete analysis, followed by the submission of a design grant to the Massachusetts Board of Library Commissioners. With the new design in hand, a construction grant application was filed.

In November of 2002, Dracut was awarded \$2.5 million dollars from state construction money. All that was needed was an additional \$5 million dollars. An energized group of Library supporters worked with supporters of the Dracut Police Department, and launched a campaign for joint debt exclusion. In December of 2002, the debt exclusion passed. In January 2003, construction began and the Library moved to temporary quarters.

The construction, originally scheduled to last fourteen months, extended until May 8, 2006. On that date, a record number of visitors entered the new 29,000 square foot Library.

Reflecting the continued growth of the community and the demands on the Library, the Town bylaws were changed to increase the number of Library Trustees from three to five. In May of 2007, the first five-member Board of Library Trustees convened.

LIBRARY BUDGET DATA

Annual Municipal Appropriations for library operating expenditures:

Fiscal Year	Annual Budget
FY2013	\$737,701
FY2014	\$759,600
FY2015	\$769,650
FY2016	\$763,763
FY2017	\$734,496

FY2017 is the first time in five years that our budget has been cut. It was cut by the amount of our State Aid for FY2016, which was \$44,863. The Town has always given us our State Aid as part of our Municipal Appropriation. Because State regulations state that aid is to be given to the library *without appropriation*, it was cut from our budget this fiscal year and put in a separate account for use by the library. It is expected that we will use State Aid to offset our Municipal Appropriation and meet our budget needs.

LIBRARY COMPARISONS FY2015 RANKINGS REPORT FROM MBLC

Libraries with a population between 25,000 and 49,000

Category	Average for Selected Group	Dracut	Number Ranking of 50 Libraries in Group
<i>Financial Information</i>			
Total Appropriated Municipal Income	\$1,261,984	\$769,650	27
Appropriated Municipal Income per Capita	\$39.18	\$25.08	38
Total Material Expenditures	\$167,903	\$111,701	40
Total Operating Expenditures per Capita	\$40.65	\$25.99	40
Library Percentage of Total Municipal Operating Expenditures*	1.17	0.99	35
Library Director's Salary	\$86,920	\$72,326	44
Assistant Director's Maximum Hourly Compensation	\$39.40	\$35.56	28
Adult Reference Librarian's Maximum Hourly Compensation	\$33.67	\$30.23	27
Children's Librarian Maximum Hourly Compensation	\$31.59	\$30.23	31
Circulation Librarian's Maximum Hourly Compensation	\$27.61	\$26.50	33
Technical Services Librarian's Maximum Hourly Compensation	\$30.36	\$26.50	38
Young Adult Librarian's Maximum Hourly Compensation	\$29.18	\$18.00	48
Other Librarian Maximum Hourly Compensation	\$29.18	\$24.79	42
Senior Library Technician Maximum Hourly Compensation	\$25.00	\$13.48	50
Library Technician Maximum Hourly Compensation	\$20.00	\$9.43	50

Page Maximum Hourly Compensation	\$11.00	\$9.00	49
Administrative Assistant's Maximum Hourly Compensation	\$26.93	\$26.50	31
Custodial Staff Maximum Hourly Compensation	\$24.00	\$18.97	44
Library Services			
Holdings	202,911	106,092	42
Total Circulation	339,849	241,220	31
Circulation per Capita	10	8	29
Circulation per Hour Open	101	80	28
Circulation per FTE	14,704	16,484	18
Total Annual Hours the Library was Open	3,327	3,000	34
Total Number of Saturdays the Library was Open	46	37	47
Total Number of Sundays the Library was Open	37	0	42
Visitors to the Library	28,870	20,228	32
Average Weekly Library Visits	555	389	32
Average Weekly Reference Transactions	2,521	1,094	34
Total Number of Adult Programs	49	57	18
Total Attendance at all Adult Programs	650	444	31
Total Number of Young Adult Programs	219	152	28
Total Attendance at all Young Adult Programs	3,172	1,538	36
Total Number of Children's Programs	530	351	39
Total Attendance at all Children's Programs	11,829	6,300	41
Number of Users of Public Internet Computers During a Typical Week	626	323	39

*Library Percentage of Total Municipal Operating Expenditures is from FY2013 Rankings Report from MBLC, which is the last time this information was reported.

ASSESSMENT OF USER NEEDS

On June 8, 2016 the Planning Committee met to identify the library's strengths, opportunities, aspirations and results (SOAR). They met again on June 16, 2016 to brainstorm the committee's vision for the Town of Dracut in five years.

The first meeting on June 8th included an overview of the strategic planning process, the status of the library and a SOAR exercise to help analyze current and future conditions that affect the library and its ability to provide services that are determined to be the most important.

The session outlined the following:

Strengths: What can we build on?

What are the greatest strengths of the M.G. Parker Memorial Library?

1. A strong, dedicated staff
2. A fairly new, beautiful building located in the center of town and on the public transit route
3. Excellent programming
4. Bourgeoning partnership with other town departments
5. Membership in the MVLC Consortium
6. Interesting and accessible circulating collection, including nontraditional items
7. Strong community support
8. Support of the Friends of the Dracut Library
9. Supportive Board of Library Trustees
10. Relationship with some school teachers and principals
11. Homebound delivery service
12. Notary public on staff
13. Predominant online presence
14. A safe place for public discourse
15. A place to socialize
16. Museum pass offerings

What opportunities are present for the library?

1. The new Town Manager believes that attracting new businesses to Dracut is a priority
2. Opportunities to work with other town departments like the schools, the recreation department and the Council on Aging.
3. Geographic closeness to UMass Lowell and Northern Essex Community College
4. Growing population of diverse cultures
5. Opportunity to work with distance learners
6. Local access television
7. Tutors use of the library

What are our aspirations? If we had enough funding to do whatever we wanted, what would we do?

1. Improve our technology infrastructure to allow more bandwidth

2. Replace our existing wireless service with one that meets user and staff needs
3. Purchase laptops so that we can offer computer classes
4. Increase our staff so that we are at least at the level we were prior to 2009
5. Be able to offer some Sunday hours
6. Offer a café service to our patrons
7. Increase our program offerings
8. Offer competitive salaries to attract bright, creative staff and be able to keep those we already have. Strive to at least be in the median of our population group (25,000-49,000)

If we were able to fulfill our aspirations, what would library service look like?

1. More program offerings
2. More attendance at programs
3. Higher circulation
4. More visitors to the library
5. More visits to our website
6. More robust reference services
7. Patrons would know the staff members by name
8. Residents would know what the library offers
9. Adequate staffing levels
10. The Library and Librarians would be recognized as professionals

The second meeting on June 16th allowed us an opportunity to review the SOAR exercise report and brainstorm our vision for the Town of Dracut. Similar visions were consolidated down to the following:

1. Dracut will have a sense of pride
2. Volunteerism will increase in the community
3. Dracut will become a more tolerant community
4. Dracut will continue to appreciate its past while moving forward
5. There will be more recreational opportunities for children
6. Communication will improve
7. New businesses will be attracted to the community
8. Dracut will have a friendly political environment
9. Voter turnout will increase
10. Town departments will have the funding they need so that they can exceed state minimums
11. Town departments will share resources, program ideas and knowledge
12. Students will stay in town to attend school rather than traveling to other towns

The Planning Committee voted on those community visions where the Parker Library could make an impact. Members voted on their top priorities. The results of the voting were:

1. Community life in Dracut
2. Education
3. Politics
4. Business Community

The Committee drafted sample goals statements from the long-range plan from its top two priorities.

1. *Community life in Dracut*

The Parker Memorial Library is a community hub and the primary source of local information.

2. *Education*

The Parker Memorial Library is part of a larger educational community which promotes lifelong learning and opportunities.

SURVEY RESULTS

During the months of May and June 2016, a community survey was given to residents. The survey was available in both an online and a paper version. Ninety-one residents returned the survey. In addition to the survey, we put a white board in the main foyer of the library, near the Circulation Desk.

Q1. Choose the age range that you fit into:

Under 18	6
19-29	5
30-39	16
40-49	22
50-59	15
60-69	18
70-79	7
80 or older	2

Total – 91 responses

Q2. What is your preferred language?

English	91
Spanish	0
Other	0

Q3. If you answered “other” please tell us what your preferred language is:

0 responses

Q4. Please tell us which gender you identify with:

Female	65
Male	25
Other	1

Q5. What is a hobby that you wish you had more time for?

Acting	Crocheting	Jigsaw Puzzles	Scrapbooking
Art Classes	Cross-stitch (2)	Kayaking	Sewing (3)
Being Outdoors	DIY	Knitting (3)	Sleeping
Biking	Doctor Who	Museum Visits	Steampunk
Boating	Gardening (8)	Music	Tennis
Cake Decorating	Genealogy (5)	Organizing	Travel (3)
Camping (3)	Golf (2)	Painting (2)	Walking
Collecting/Collectables	Hiking (5)	Photography	Yard Sales
Cooking (2)	Home Improvement	Piano	Yoga
Couponing	Horseback Riding	Quilting (3)	
Crafts (4)	Jewelry Making	Reading (18)	

Q6. What is a hobby that you wish you could learn? Check all that apply.

Camping (8)	Fishing (4)	Photography (37)
Crafts (21)	Gardening (29)	Sewing (22)
Dancing (20)	Golf (9)	Team Sports (5)
Drawing (25)	Hunting (5)	Writing (4)
Exercise (24)	Painting (31)	Other (19) <i>See below</i>

“Other” as listed:

Baking (2)	Knitting	Pottery Making	Yoga (2)
Computers	Mahjong (2)	Science	Zumba
Electronics	Natural Healing	Spanish (2)	
Genealogy	Piano	Tai-Chi	

Q7. If you could travel anywhere, where would it be? Check all that apply.

Africa (20)

North America (29)

Antarctica (9)

South America (17)

Asia (20)
Europe (55)

United States (49)
Other (20) *See below*

“Other” responses:

Alaska (2)	Canadian Rockies	Hawaii	Portugal
Australia (4)	England (2)	Italy	Scotland
Baltics	Everywhere (2)	National Parks	Space (2)
Bermuda	Fiji	New Zealand	Tahiti (2)

Q8. Please tell us about your experience with our **Circulation** staff:

	Always	Sometimes	Never	Total
Are they knowledgeable?	89.90% 73	10.71% 9	2.38% 2	84
Are they welcoming?	77.27% 68	18.18% 16	4.55% 4	88
Are they courteous?	87.50% 77	11.36% 10	1.14% 1	88

Q9. Please tell us about your experience with our **Children's Room** staff:

	Always	Sometimes	Never	Total
Are they knowledgeable?	72.22% 39	5.56% 3	22.22% 12	54
Are they welcoming?	70.37% 38	9.26% 5	20.37% 11	54
Are they courteous?	71.43% 40	8.93% 5	19.64% 11	56

Q10. Please tell us about your experience with our **Reference/Research** staff:

	Always	Sometimes	Never	Total
Are they	83.33%	11.54%	5.13%	78

knowledgeable?	65	9	4	
Are they welcoming?	72.15% 57	21.52% 17	6.33% 5	79
Are they courteous?	79.75% 63	12.66% 10	7.59% 6	79

Q11. Please tell us about your experience with our **Administrative** staff:

	Always	Sometimes	Never	Not Applicable	Total
Are they knowledgeable?	61.04% 47	3.90% 3	10.39% 8	24.68% 19	77
Are they welcoming?	58.97% 46	7.69% 6	12.82% 10	20.51% 16	78
Are they courteous?	61.25% 49	6.25% 5	11.25% 9	21.25% 17	80

Q12. **Student Pages** place books back on the shelves when they are returned to the library. Please tell us about your experience with our **Student Pages**.

	Always	Sometimes	Never	Not Applicable	Total
Are they knowledgeable?	37.50% 30	7.50% 6	15.00% 12	40.00% 32	80
Are they welcoming?	42.31% 33	3.85% 3	15.38% 12	38.46% 30	78
Are they courteous?	44.30% 35	2.53% 2	15.19% 12	37.97% 30	79

Q13. In addition to books, the library currently offers the following items. Which have you used?

	Yes, I Have Used	No, I Have Not Used	Total Responses
Books on CD	46.51% 40	53.49% 46	86
Cake Pans	10.71%	89.29%	84

	9	75	
Databases	27.38%	72.62%	84
Online Research Tools	23	61	
Downloadable Audiobooks	17.86%	82.14%	84
	15	69	
Downloadable Music	8.43%	91.57%	83
	7	76	
DVDs	75.29%	24.71%	85
	64	21	
eBooks	21.69%	78.31%	83
	18	65	
eReaders	3.61%	96.39%	83
	3	80	
Launchpads-Preloaded Learning Tablets	12.05%	87.95%	83
	10	73	
Playaways – Individual Books on MP3 Players	10.84%	89.16%	83
	9	74	
Streaming Music	6.02%	93.98%	83
	5	78	
Streaming Video	1.20%	98.80%	83
	1	82	

Q14. If you answered **no** to any of the above questions, please let us know why you have not used these items.

I didn't know the library offered them	29.76%
	25
I don't own the appropriate device	14.29%
	12
I don't know how to use the service	13.10%
	11
The service or collection is unsatisfactory	1.19%
	1
I am not interested	27.38%
	23
Other (please specify)	14.29%
	12

“Other” responses included:

- Haven't had time to try out
- Never had the need to use them
- Haven't needed them yet

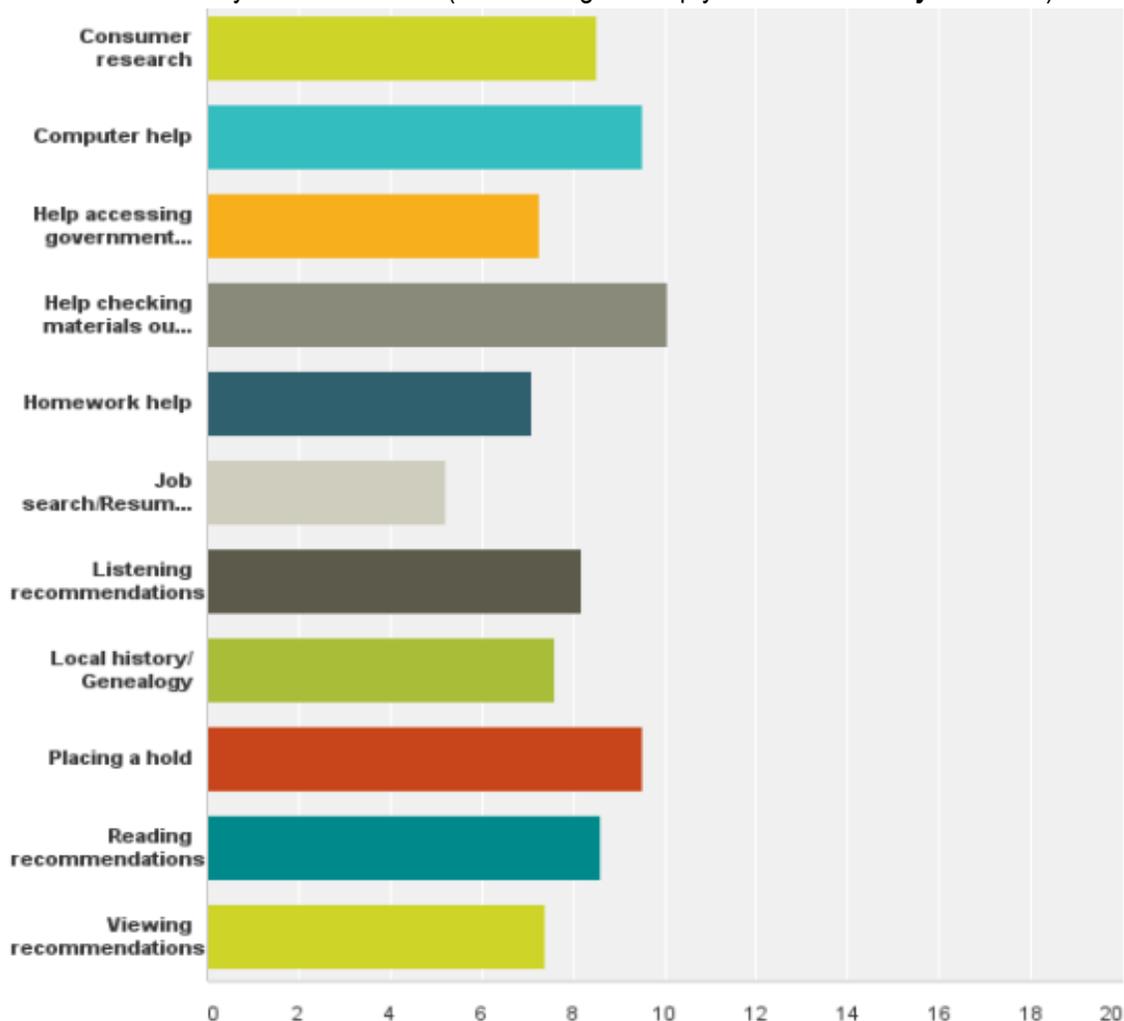
- I'm a book reader
- I haven't gotten around to using it
- Just haven't done it yet
- I like books not computer stuff
- I don't feel comfortable with most of today's technology; even my computer & cell phone are not always my friends

Q15. What do you wish that the library offered that it does not currently offer?

- More author visits including children's authors.
- Can't think of anything currently
- Adult lecture series on local history, folklore, gardening
- Variety of lectures
- Sunday hours
- Playaways for children & young adults
- Outdoor seating/ play area
- More recent biography books
- More [variety?] of magazines
- More events. Sewing lessons. Editing material help. Mario tournament was a hit.
- Programs to help with e-readers. How to download a book on an I-Pad. How to access information/ or use of computers.
- Help with all of the above; I don't come much.
- I wish they offered more help on the computers.
- Maybe a class on using computer, cell phone, iPad, iPhone that is held during the day or early evening for retired patrons.
- Buying DVDs @ the Book Nook
- Better non-fiction
- Movie streaming
- More passes- ecotarium, Old Sturbridge Village
- More evening hours
- ESL, literacy programs
- Adult ed classes
- Saturday hours during summer
- Kid "AWL" (I think that's the acronym) computers with preloaded learning games.
- They do a great job now.
- More Nora Roberts
- I am very satisfied with the Dracut Library
- I don't really have an opinion on this; I've never been a heavy library user.
- intermediate computer lessons
- computer instruction

- A class on personal finance for teenagers
- A list of library recommended books.
- Grace period of 1 week for fines or no fines
- Friendly staff.
- *New Yorker Magazine*
- More Christian section books
- Immigration- lessons on citizenship
- Sewing
- More Debbie Macomber
- As a school student I used the library reference rooms, as a teacher I used the music library (neither in Dracut).
- Technical info. via one on one
- Mysteries on a separate section
- *New York Times*
- More recent books -new-
- Couples dancing or exercise
- The selection used to be larger- Now I have to order what I want to read.
- On a personal level, I prefer to buy or borrow from friends, because I would find it very difficult to read in the loaner time of most libraries.
- magazines due back in 2 weeks instead of 1 week
- Better Wi-Fi capabilities
- More LGBTQ-related materials

Q16. If you are likely to ask for assistance when visiting the library, what type of assistance are you most likely to use? Please rate your choices 1-11 (with 1 being the help you are **most likely** to ask for).



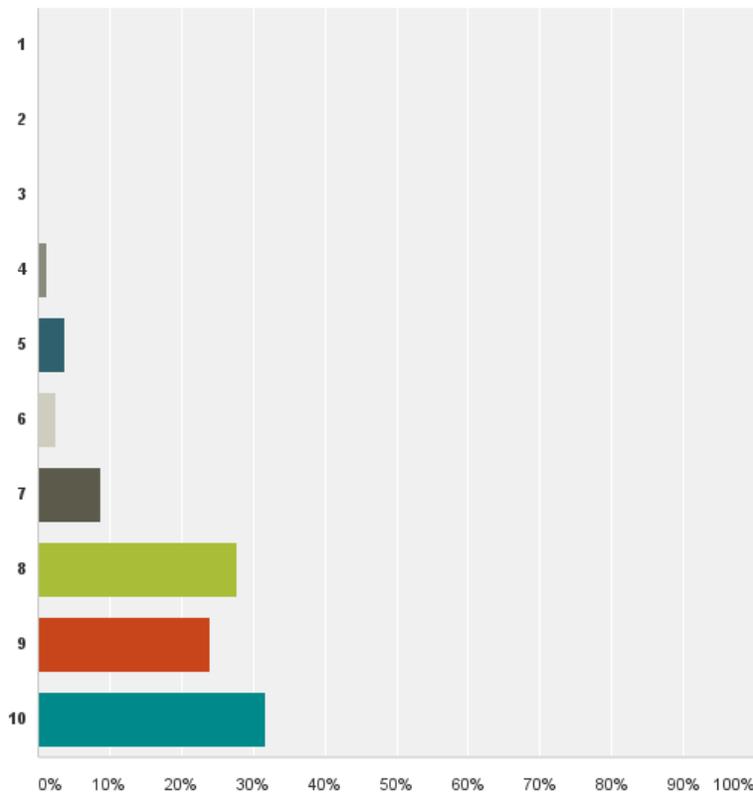
Q.17 How do you learn about our programs? Please check all that apply:

	Yes	No	Total
DATV	4.00% (3)	96.00% (72)	75
In-Library Posters	75.95% (60)	24.05% (19)	79
Library Facebook Page	25.00% (19)	75.00% (57)	76
Library Twitter	1.35% (1)	98.65% (73)	74
Library Newsletter Account	16.67 % (13)	83.33% (65)	78
Library Website	71.43% (55)	28.57% (22)	77
Newspaper	9.33% (7)	90.67 % (68)	75
What R U Gonna Do?	15.07% (11)	84.93% (62)	73

Comments:

- Emails
- Word of mouth
- Friend
- From library staff
- Visits and staff
- Staff recommendation
- Library emails, newsletter- both emailed and print versions. I would appreciate more consistency in putting out printed copies of each month's printed newsletter.
- Never thought to look at Facebook page or Twitter account!
- Friends of Dracut Library
- Dracut Parents Facebook page

Q18. Please rate how customer-service friendly you find our website, with 10 being the most friendly and 1 being the least friendly.



Q19. How could we make our website better? Are there things that you would like to see on our website that are not currently there?

- I've had good experience with it
- It would be great to see reviews & user recommendations
- Integrate catalog & page
- Now that I know those you offer those, I'll check everything to see more selections.
- Updated calendar. 1 page calendar tells us what events are happening.
- I did notice that sometimes searching for an author; I don't get a complete list of their work in the collection. I've had to go in and actually search for the specific title of their book and then it comes up.
- More book reviews.
- Have the ability to put stuff on hold from home.
- On searching, if I'm not sure of correct spelling of author where can I find it?
- New arrival books
- I use the website all the time to check out books (put on hold). It is easy to use.
- Like 7 day books
- Catalog could be less cumbersome to use
- More in-depth info on events for child- ex: Smash Bros club
- Make it easier to find things
- I have a hard time navigating the events calendar and signing up for events.
- I am satisfied with your website as it is.
- I find it difficult to use the online research tools
- More description of books available. Currently many give no information about plot.
- Video of writers & guest which have given talks so if I were unable to attend I could watch the broadcast from your website
- It's perfect
- I would like to be able to see coming soon books without having to have a Pinterest account
- It is not easy to search for a playaway device
- Are there activities for preschoolers?

Q12. If there was one thing that we could do to make your library experience better, what would it be?

- Increase offering of lectures, movies, and presentations in evening. Guest speakers/authors.
- Be okay with my notification preferences for holds that come in
- Little less stern and more patient with children
- Sunday hours
- Fix the copy machine- it always has problems! (downstairs)
- DVD put back the order there was before no last row either.
- Open Saturday during summer

- If possible, tea and coffee
- More library passes
- Editing help. Someone who enjoys reading material and making suggestions without being liable.
Ex: 2 college teens- any help reviewing college essays for edit suggestions.
- Nothing- you're the best
- More programs for younger teens.
- Stay open later
- Nothing
- Sometimes I feel like I am bothering the staff if I have a question or need to checkout
- Nothing I think it's wonderful
- I wish that the workers were more friendly
- I enjoy the 3 round displays in lobby, they are very well done. The volunteers are pleasant, especially the plant lady
- None
- Other than 1 time, I CANNOT log into library Wi-Fi on my kindle when I am at library.
- Putting games on the computer
- A simple smile and greeting- hello
- Always good
- Open in Sat. in summer
- Open in more evenings & Saturdays
- Close to perfect I guess since I cannot think of anything
- Sometimes I find the people working there not very friendly
- Free snacks
- No, it is great.
- Why don't you have Children's graphic novels?
- In person sign-up sheet for events in addition to online events posted on flyers posters
- Be open more hours for people who work regular business hours.
- You are doing a very excellent job. Thanks.
- Open Saturdays year-round
- Open Saturdays year-round
- I would like more kid's events. I feel that there were more for her when she was little but now that she is 8 there are only a few. She misses them.
- Staff would be friendlier. Most of the time you feel like you're not welcome.
- More fans upstairs during heat waves
- I really like the library now.
- No fines and self-checkout in lobby
- Friendly staff.
- Fire that nasty woman at the circulation desk!

Q21. Is there anything else that you would like us to know?

- Front desk is great, friendly & always helpful w/patrons
- I really wish the library was open late on Thursdays. I love the theme displays at the entrance!
- I appreciate all the services and resources the library offers. I remind my friends how much is available all the time.
- I am an avid user of the library, here 1-2 times a week. Thanks for all you do.
- I would rather come to this library than go anywhere else. :)
- Don't be rushing to close before closing time! We are not even allowed to go upstairs- it is not professional (sic) it's rude. (The library is still open)
- Put on [roller?] system. DVD, music, etc.
- I love my library
- I started coming to this library before it got renovated or rebuilt. I've always enjoyed this library.
- Awesome library!! Wonderful staff!!
- The staff does an excellent job. They have been able to get books from other libraries for me. Thank you!! For all you do!!
- Building is beautiful. Was worth every nickel.
- My son goes to library every day and he has found a second home here. I wouldn't change a thing. Thank you.
- Over all, I am happy with library staff, condition of building and grounds and choice of materials. I try to support the library at the Book Nook, Book Sale and raffles at Christmas. [In regard to staff rankings]: I like that they wear name badges; some are more pleasant than others. [In regard to services]: It would be good to have a class on downloadable items.
- I find the staff very friendly and nice. I have gone to the Dracut Library for a long time, way before the new addition was built.
- I love the Dracut Library and staff! I rarely go to my own Lowell Library. So much so, I have (am) been a Friend of Dracut Library!
- This is my favorite place!!
- After 3 years of visiting M-F every day, only Diane says hello- occasionally- (stuffy staff)
- Staff is super-efficient in dealing with ILL request
- Do not promise patrons the use of something and then do not deliver- telescope
- A monthly list of the new releases so seniors don't have to search for them. Ex: James Patterson
- The staff is approachable, personable, and friendly- what more could you ask for?
- You're great :)
- We love the library! You're awesome.
- They basically do a great job.
- I appreciate the friendly staff and all of the services that the library provides. I especially like the Book Nook.

- Thank you
- I love the library but honestly how hard would it be to smile and say hello and greet people. It would go a long way :)
- I live in Dracut Center & have used the Library since 1973. I love it!
- I was helped by a librarian who helped me find a community resource. It was unexpected and very helpful.
- Energy in that building is low. Staff doesn't seem happy to be there. Library does not feel connected to community.
- This, for me, a lifelong user of libraries, is hands-down, the best library I have used.

WHITE BOARD QUESTIONS & RESPONSES

We asked, "If we were to offer a genre book club, which type of book group would you be interested in attending?"

Mystery	10
Suspense	5
Horror	3
Romance	4
Adventure	0
Westerns	0
Nonfiction	2
Biographies	3

We asked, "What is the one thing that we don't offer that you would like to see us offer?"

Café	13
Allowed to use cell phone in the building (quietly)	6
Homework Help	2
More/better computers	3
Better WI-Fi	4
Help picking out books	5
Babysitting (just kidding)	1

GOALS & OBJECTIVES OF THE LONG-RANGE PLAN FY2017 – FY2021

Based on the work of the committee, the survey, the white board questions and discussions with the public and staff, the director and trustees have set the following goals for the next five years.

GOAL 1: Our patrons will find the library relevant, useful, and attractive to their changing needs.

OBJECTIVE A: We will make the library more inviting to patrons of all ages, demographics and economic background.

ACTIVITY 1: We will conduct a comparison of YA Librarian salaries in like-sized communities and make a recommendation on to the Town Manager and Human Resources officer for a change in the existing salary, if the comparison warrants.

ACTIVITY 2: We will seek funding for another part-time YA Librarian, to bring us up to our former staffing level in that department.

ACTIVITY 3: We will help younger teens transition to the YA area by creating programming for them in consultation with the library's existing Junior Friends of the Library, the YA Librarian, and the Children's Librarian.

ACTIVITY 4: We will expand our inter-generational programming, both on and off-site.

ACTIVITY 5: We will seek funding for another part-time Children's Room Assistant so that the Children's Room will be staffed at all times.

ACTIVITY 6: We will expand our Children's programs to include more offerings for older children.

ACTIVITY 7: We will begin offering programs for job seekers.

ACTIVITY 8: We will expand the number of notary publics on staff so that the service will be available all hours that we are open.

ACTIVITY 9: We will investigate becoming a passport application center.

ACTIVITY 10: We will embed community outreach in staffing for ongoing feedback and partnerships

ACTIVITY 11: We will pursue funding to add Thursday evening hours as well as year-round Saturday hours.

OBJECTIVE B: We will improve the quality of traditional and non-traditional library services and resources.

ACTIVITY 1: We will work with the Friends of the Library to identify an area in the library to offer hot coffee and tea for a charge

ACTIVITY 2: We will continue to grow our collection of non-traditional materials for circulation, based on user wants and needs.

ACTIVITY 3: We will start a children's graphic novel collection

ACTIVITY 4: We will research policies on "visiting" collections, write and approve a policy for the Dracut Library, and begin offering visiting displays.

OBJECTIVE C: We will showcase twenty-first century technology and enable citizens of Dracut to keep up with changes in accessing information.

ACTIVITY 1: We will update the library's 5-year Technology Plan and secure funding for same.

ACTIVITY 2: We will increase the usability of our website by users of hand-held devices.

ACTIVITY 3: We will begin to offer a variety of technology workshops for the public.

ACTIVITY 4: We will purchase two new self-check-out stations, one for the main lobby and one for the Children's Room.

GOAL 2: The Library will enjoy higher visibility in the community through marketing and communications efforts.

OBJECTIVE A: We will increase the use of nontraditional and emerging marketing tools.

ACTIVITY 1: We will initiate a marketing plan based on a study of newer marketing materials and publications.

ACTIVITY 2: We will streamline and modify our use of social media to maximize impact.

ACTIVITY 3: We will purchase a LED screen for use in the Main Lobby to advertise upcoming programs, recent hot titles, and other promotional efforts.

OBJECTIVE B: We will maintain and expand our use of traditional media outlets and formats.

ACTIVITY 1: We will continue to update our email contact list of stakeholders, community organizations, and educational groups.

ACTIVITY 2: We will begin producing and broadcasting library announcements on local radio and television stations.

ACTIVITY 3: We will pursue a monthly column in local newspapers.

ACTIVITY 4: We will continue to keep our website content up to date through at least weekly updates.

ACTIVITY 5: We will ensure that at least three staff members are able to update our website on a weekly basis.

ACTIVITY 6: We will continue to publish our monthly newsletter, "Off the Shelf" and increase the number of print copies available in the library each month.

ACTIVITY 7: We will continue to purchase and use Constant Contact to advertise library closings, late openings, and upcoming programs.

ACTIVITY 8: We will begin to utilize school newsletters and other communication tools throughout the school year.

GOAL 3: The community will see the Library staff as highly trained, knowledgeable and friendly.

OBJECTIVE A: We will maximize efforts at community outreach.

ACTIVITY 1: We will seek out opportunities to speak to community groups and organizations to highlight our services and role in the community.

ACTIVITY 2: We will increase the use of our home-based delivery service via better marketing to seniors.

ACTIVITY 3: We will actively partner with the Council on Aging, the Parks & Recreation Department, and the Dracut Public School system to ensure that we are not duplicating efforts and to offer a variety of quality programming to the residents of Dracut.

ACTIVITY 4: We will invite the school department to conduct their new teacher training session at the library.

OBJECTIVE 2: We will invest in continuous staff development to support a well-trained and high-achieving staff.

ACTIVITY 1: We will continue to hold quarterly staff-development workshops.

ACTIVITY 2: We will encourage staff participation on local and state library committees.

ACTIVITY 3: We will continue, in house, the readers' advisory training program that we started this year with funds from an LSTA grant, so that staff will be well-versed in making reading recommendations to the public.

ACTIVITY 4: We will secure funding for full-time staff members to become members in the Massachusetts Library Association and the American Library Association.

GOAL 4: The community will see the library as a welcoming and friendly place.

OBJECTIVE 1: We will continuously look at our policies with an eye to making them more user-friendly.

ACTIVITY 1: We will establish a monthly, rotating schedule that looks at our existing policies from the patron's perspective, with an eye to making necessary changes.

ACTIVITY 2: We will compose new, user-friendly policies as needed.

OBJECTIVE 2: We will ensure that staff members are friendly and courteous at all times.

ACTIVITY 1: We will institute a “Staff All-Star” program where patrons can acknowledge staff members that have gone above and beyond in helping them, or have been particularly welcoming.

ACTIVITY 2: We will offer customer-service training to all staff members during one of our professional development days.

ACTIVITY 3: We will make available a “Patron Suggestions” option, via either notebook or secure box in the library, as well as online. Each suggestion will be answered within ten days.

ACTIVITY 4: The Library will observe the Town’s timeline for instituting personnel evaluations.

ACTION PLAN for the M.G. PARKER MEMORIAL LIBRARY – 2017

GOAL 1: Our patrons will find the library relevant, useful, and attractive to their changing needs.

OBJECTIVE A: We will make the library more inviting to patrons of all ages, demographics and economic background.

ACTION: We will conduct a comparison of YA Librarian salaries in like-sized communities and make a recommendation on to the Town Manager and Human Resources officer for a change in the existing salary, if the comparison warrants. **July 2017-October 2017**

ACTION: We will help younger teens transition to the YA area by creating programming for them in consultation with the library's existing Junior Friends of the Library, the YA Librarian, and the Children's Librarian. **Ongoing**

ACTION: We will seek funding for another part-time Children's Room Assistant so that the Children's Room will be staffed at all times. **July 2017-October 2017**

ACTION: We will begin offering programs for job seekers. **Fall 2017**

ACTION: We will investigate becoming a passport application center. **Fall 2017**

ACTION: We will embed community outreach in staffing for ongoing feedback and partnerships. **Fall 2017**

OBJECTIVE B: We will improve the quality of traditional and non-traditional library services and resources.

ACTIVITY 1: We will work with the Friends of the Library to identify an area in the library to offer hot coffee and tea for a charge. **Winter 2017**

ACTIVITY 2: We will continue to grow our collection of non-traditional materials for circulation, based on user wants and needs. **Ongoing**

ACTIVITY 3: We will start a children's graphic novel collection. **Fall 2017**

ACTIVITY 4: We will research policies on "visiting" collections, write and approve a policy for the Dracut Library, and begin offering visiting displays. **Winter 2017**

OBJECTIVE C: We will showcase twenty-first century technology and enable citizens of Dracut to keep up with changes in accessing information.

ACTION: We will update the library's 5-year Technology Plan and secure funding for same. **Fall 2017**

ACTION: We will purchase two new self-check-out stations, one for the main lobby and one for the Children's Room. **Fall 2017**

GOAL 2: The Library will enjoy higher visibility in the community through marketing and communications efforts.

OBJECTIVE A: We will increase the use of nontraditional and emerging marketing tools.

ACTION: We will initiate a marketing plan based on a study of newer marketing materials and publications. **Winter 2017**

ACTION: We will streamline and modify our use of social media to maximize impact. **Ongoing**

OBJECTIVE B: We will maintain and expand our use of traditional media outlets and formats.

ACTION: We will continue to update our email contact list of stakeholders, community organizations, and educational groups. **Ongoing**

ACTION: We will pursue a monthly column in local newspapers. **Fall 2017**

ACTION: We will continue to keep our website content up to date through at least weekly updates. **Ongoing**

ACTION: We will ensure that at least three staff members are able to update our website on a weekly basis. **Fall 2017**

ACTION: We will continue to publish our monthly newsletter, "Off the Shelf" and increase the number of print copies available in the library each month. **Ongoing**

ACTION: We will continue to purchase and use Constant Contact to advertise library closings, late openings, and upcoming programs. **Ongoing**

ACTION: We will begin to utilize school newsletters and other communication tools throughout the school year. **Fall 2017**

GOAL 3: The community will see the Library staff as highly trained, knowledgeable and friendly.

OBJECTIVE A: We will maximize efforts at community outreach.

ACTION: We will seek out opportunities to speak to community groups and organizations to highlight our services and role in the community. **Ongoing**

ACTION: We will increase the use of our home-based delivery service via better marketing to seniors. **Ongoing**

ACTION: We will actively partner with the Council on Aging, the Parks & Recreation Department, and the Dracut Public School system to ensure that we are not duplicating efforts and to offer a variety of quality programming to the residents of Dracut. **Ongoing**

OBJECTIVE 2: We will invest in continuous staff development to support a well-trained and high-achieving staff.

ACTION: We will continue to hold quarterly staff-development workshops. **Ongoing**

ACTION: We will encourage staff participation on local and state library committees. **Ongoing**

ACTION: We will continue, in house, the readers' advisory training program that we started this year with funds from an LSTA grant, so that staff will be well-conversed in making reading recommendations to the public. **Fall 2017**

GOAL 4: The community will see the library as a welcoming and friendly place.

OBJECTIVE 1: We will continuously look at our policies with an eye to making them more user-friendly.

ACTION: We will establish a monthly, rotating schedule that looks at our existing policies from the patron's perspective, with an eye to making necessary changes. **Fall 2017**

ACTION: We will compose new, user-friendly policies as needed. **Ongoing**

OBJECTIVE 2: We will ensure that staff members are friendly and courteous at all times.

ACTION: We will institute a "Staff All-Star" program where patrons can acknowledge staff members that have gone above and beyond in helping them, or have been particularly welcoming. **Spring 2018**

ACTION: We will offer customer-service training to all staff members during one of our professional development days. **Spring 2018**

ACTION: We will make available a "Patron Suggestions" option, via either notebook or secure box in the library, as well as online. Each suggestion will be answered within ten days. **Fall 2017**

MONITORING THE PLAN AND STAYING ON TARGET

The library director will be expected to present regular reports at the Trustees meetings. These reports will not only inform the Board as to the implementation of the state goals, but will also suggest revision and changes as needed.

Since a major aspect of this plan deals with increasing the library budget over the five-year cycle, it is imperative that the Board of Trustees include these goals in any budget they approve for submission to the Town Manager and Finance Director. The Trustees take an active part in convincing the Finance Committee and the Capital Planning Committee, as well as Annual Town Meeting voters that the request for increased funding is based on a carefully considered plan for maintenance and improvement of library services in the Town of Dracut.

Finally, as the plan enters year 4 of the 5-year cycle, the Trustees will ask the Director to form a new planning committee made up of interested patrons, staff members, and trustees to take action on a new long-range plan.

