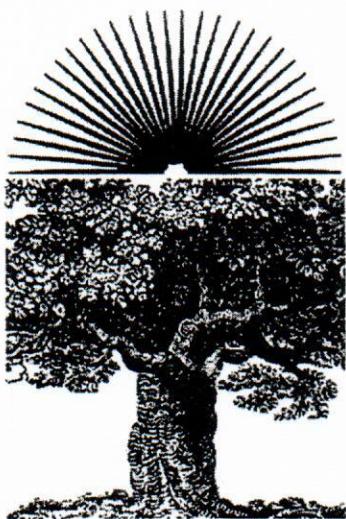


Millis Public Library

Strategic Plan

2015 – 2020



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Approved by Board of Trustees: 30 September 2013

Elizabeth Kimmel, Chair

Maria Neville

Wendy Barry

Patricia Malone Perry, Library Director

[Handwritten signatures of Elizabeth Kimmel, Maria Neville, Wendy Barry, and Patricia Malone Perry]

9/30/13

MILLIS PUBLIC LIBRARY

STRATEGIC PLAN 2015 – 2020

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MILLIS PUBLIC LIBRARY: STRATEGIC PLAN 2015 - 2020

MISSION STATEMENT

“The mission of The Millis Public Library is to inspire lifelong learning by providing services, materials and activities that engage the imagination, foster literacy, inspire intellectual curiosity, and advance the pursuit of knowledge for all members of the community.”

Community Vision: Millis will continue to be a supportive, progressive, safe community that maintains great schools and affordable housing to support and unify a multi-generational community

To carry out this mission, and to respond to the community vision for Millis, the Library provides all users free and open access to its physical and electronic collections and information, as well as to its services.

As a participant in the Minuteman Library Network (MLN), library users also have access to material from across the commonwealth. The Library provides access to recreational, educational, historical, and genealogical resources, as well as community, state and local government information. The Library hosts a diverse selection of activities that are open to the entire Millis community, including adult and young adult programs, exhibits, children's programs and activities, school book groups, and other meetings.

In addition, the Millis Library provides resources, including reference and recreational reading materials, which supplement the curriculum of the Millis Public Schools and other local schools, including the local Montessori school.

In FY14 the Millis Public Library will have moved from its existing location at 25 Auburn Road to its new address at 961 Main Street. The new facility has been designed as a true community resource – with a community room and a local history room that can be accessed for use by community groups even when the library is closed; multiple seating and browsing areas, quiet studies and study carrels, and defined children's and teen areas. The new building, which is approximately three times the size of the current library will take advantage of new technologies, fully-equipped community meeting room spaces, including wireless access throughout the building, and e-readers, tablets, and laptops for use by patrons.

COMMUNITY PROFILE

MILLIS PUBLIC LIBRARY: STRATEGIC PLAN 2015 – 2020

COMMUNITY PROFILE – MILLIS, MASSACHUSETTS

Population: 8,383

The Town of Millis is located in western Norfolk County, Massachusetts, along the Charles River. Formerly an industrial town, today it is primarily a suburban community with rural areas remaining on the outskirts. Millis is bordered by Medway on the west, Holliston and Sherborn on the north, Medfield on the east, and Norfolk on the south. Millis is 26 miles southwest of Boston, 32 miles east of Worcester, and 32 miles north of Providence RI. Major roadways include Rt. 109 which connects east and west to state Rt. 128 (I-95) and I-495. Route 115 is the major north-south route through town. The center of town is located near the intersection of Rt. 109 (Main St.) and Rt. 115 (Plain St.). The total land area of the town is 12.16 square miles. While there is no public transportation option in Millis proper, rail transit to Boston is available in the neighboring town of Norfolk and the nearby towns of Needham, Walpole and Franklin.

Millis was first settled in 1657 and was originally part of Dedham, Massachusetts until that town granted the lands of Millis, and other present day surrounding towns, to Medfield in 1651. In 1713, pioneers of Medfield applied for a grant to create a new town and, when approved, named this new land Medway. This new town consisted of West Medway (present day Medway) and East Medway (present day Millis). Millis incorporated as a separate town on February 24, 1885. Millis is named after Lansing Millis, one of the founders of the town.

Millis currently numbers 8,383 residents. There are 1,702 Senior Citizens age 60 and over, 4,804 residents aged 18-59, and 1,876 children 5 and under. 1,404 children are school-aged.

Millis has two public schools; the Clyde Brown Elementary School which houses pre-school through grade 4 and the Millis Middle/High School which houses students in grades 5-12. Classes at the Millis Middle/High School begin at 8AM and end at 2:20 PM. Students have limited access to the school library after school, and the school library often has pre-school hours beginning at 7:30 AM on most schooldays.

An increase in early arrival students who need access to computers before the start of the school day has been noted by the school librarians. This is attributed to a lack of computers, printers, or internet at home. Students attending the elementary school have limited access to their school library during the school week.

Twenty-two percent of middle and high school students participate in the reduced lunch program, and 90 families in Millis are enrolled at the food pantry.

The Millis Senior Center is located in the basement of Veteran's Memorial Building. The building houses most of the public offices for the Town of Millis. The building is handicapped accessible, but in the

winter, snow and ice do pose challenges. The Senior Center is open from 8:30-1:00 PM Monday through Thursday and 8:30-12:30 PM on Fridays. In 2012 there were 608 resident visits to the Millis Senior Center.

The new Millis Public Library is located in the center of downtown and is quickly becoming the heart of Millis. There is a direct path linking the library to the 2 public schools. The Senior Center is 1 block away.

The new library offers a welcoming, secure and safe environment for Millis residents of all ages. It provides a venue for socialization in an attractive, climate-controlled setting. It is also a designated cooling zone in times of extreme heat.

There are separate areas for children, young adults, and adults. Each area has soft seating for reading, work tables, and computers. The adult area has 2 areas for quiet reading. Also available are study carrels and quiet study rooms. Patrons also have an area with soft seating to socialize, and a cozy comfortable seating area with newspapers and magazines to browse or take out.

There is a large Community Room. Programming has begun in this area with family music programs, family movie evenings, and Senior Bridge and Senior Matinees resuming in the fall.

The new library has an open courtyard with several benches for outdoor seating options, as well as a patio with comfortable café tables and chairs.

The Library is uniquely situated for successful school/library collaborative efforts, due both to its proximity to both the elementary and Middle/High School, but also because of the increased efforts at developing collaborative programming with the schools and library.

The popularity of the Spanish Immersion Program continues, and as the strategic plan develops, it is our intent to increase the library's focus on this population as well. In FY13 the Spanish Immersion Classes had enrollments ranging from 28 in grade 1 to a graduating class of 31 for the class of 2014 – out of a total of 108 graduates in 2014.

The next five years are full of possibilities, and promise. We look forward to not only imagining the new future of the Millis Public Library, but also experiencing its potential.

METHODOLOGY :

As with many projects, the timeline for the development of the new Strategic Plan for the Millis Public Library (2015 – 2020) began several months ago.

When the Director and Trustees first began discussing the need for a new strategic plan, the Millis Public Library was in the midst of a major construction project. Originally the new building was scheduled to be open in March of 2013, but, as with many other public construction projects, the timeline for the building's completion was delayed. The new building opened to the public on Monday, July 29th and the formal dedication was held just this past week on Saturday, September 19th. The hope and intent was to have the new Strategic Plan for the Library ready in tandem with the opening of the new facility.

Consultant: Nancy Rea, a former Deputy Director of the MBLC was hired as a consultant. Nancy facilitated meetings of the community group and the Millis Public Library Trustees and Staff. She also provided insight, guidance and encouragement throughout this planning process.

Community Committee: On January 8, 2013, invitations were extended to approximately 20 individuals in the Millis Community to ask if they would be involved as members of the Community Committee. Members included many individuals who are active in local organizations or who hold positions on Town Boards. Some were members of town departments, including our newly appointed Fire Chief, Rick Barrett. The group was asked to commit to three meetings (February, March and June.). Ultimately, due to the construction schedule, the final meeting was delayed until September. The individuals in the Community Committee were really the basic working group for the formulation of the new strategic plan for the Millis Public Library. The group made thoughtful assessments and provided feedback to the Trustees and Director in terms of the goals and general objectives. The committee members represented a broad spectrum and were reflective of the greater community of Millis and were an invaluable resource in the formulation of this strategic plan.

Invitation to Community Committee and List of Community Committee Members [Appendix A]

Community Committee Meeting 1: February 19, 2013 Agenda and Notes from Meeting [Appendix B]

Topics covered included discussion of the methodology we would be using and why; accountability – relevance to community; Questions -- How has the community changed? Changes in the library? Goals and Objectives and how these line up with community profile. We also looked at several trends and their impact on the library as we move forward—Economic; Social – the increase in numbers of individuals and groups involved in social networking and devices –impact of BYOD; and Technology

In looking at possible service responses, the committee was given a list of 23 roles that Library might fill in the community – many of them overlapped, while some did not relate to the Millis Community.

Community Committee Meeting 2: March 19, 2013 Agenda and Notes from Meeting [Appendix C]

At the first meeting, the committee was asked to select possible service responses for the Millis Public Library. Four of the responses were selected, and these have been submitted as part of the Library's

Strategic Plan. There was also a discussion relating to the distinction between Mission Statement vs. Vision Statement

Community Committee Meeting 3: September 10, 2013 Agenda and Notes from Meeting [Appendix D]

Staff/Trustees Meeting -- In addition to the Community Committee, the Staff and Trustees also held a meeting that was facilitated by Nancy Rea in March, 2013.

Staff/Trustees Meeting 1: March 25, 2013 Agenda and Notes from Meeting [Appendix E]

Community Survey: A survey was developed and was made available during the months of February and March 2013. The survey was published using SurveyMonkey, and while most respondents did use the online version, there were print copies available at the Library and at the Millis Town Hall. Respondents who used the paper version had their responses entered manually into the online survey. The survey generated responses from 172 individuals, and of those indicating their zip code area, 100% were from Millis.

Survey Instrument and Survey Results [Appendix F]

As an exercise in looking at some of the results of the survey, responses that seemed to respond to one of the four service responses selected as a result of the committee work were pulled out and itemized for each service response. These results can be seen in summary form in the appendix.

Survey Results and Alignment with Service Responses 1 – 4 [Appendix G]

Millis Public Library: STRATEGIC PLAN FY 2015– 2020

SERVICE RESPONSE ONE: CREATE YOUNG READERS- EARLY LITERACY

Children from birth to sixteen will have programs and services designed to ensure that they will attend school ready to learn to read, write and listen.

GOAL: Library users will have adequate library staff to serve this population

- OBJECTIVE: By June 30, 2020, Trustees will communicate the need for a Full Time Youth Services Librarian Position and secure funding for this position.

ACTION: Raise Awareness of need for Full Time Youth Services Librarian

ACTION: Communicate and gain community support to assist with efforts to secure funding for this position by June 30, 2015

- OBJECTIVE: Coordinate and train volunteers to assist Children's and Youth Services Librarian in a meaningful way by Fall 2015

ACTION: Train volunteers to assist with readying materials to be catalogued; process shipping receipts, check off invoices, affix barcodes, and apply spine labels. At least 3 volunteers to be trained by Fall 2015

ACTION: Assist with materials selection process (DVDs) thru training and use of bibliographic tools.

GOAL: Children will have increased programming opportunities.

- OBJECTIVE: Identify audiences for programming ideas; infants, toddlers, emergent readers, girls, boys, teens, etc..(Fall 2014)

ACTION: Explore with parents, teachers, Teen Advisory Board Members by Fall 2015 the options available .

ACTION: Initiate at least one new program targeting a specific age group each year, so that by FY19 there will be at least 5 new initiatives directed at least five of these groups; infants, toddlers, emergent readers, girls, boys, Spanish language learners, teens.

- OBJECTIVE: Expand TAB (Teen Advisory Board) role and define mission (Fall 2014)

ACTION: Publicize the TAB at school and afterschool activities; eflyers

ACTION: Create specific events and projects of interest to this group. Children's and Youth Services Librarian to coordinate this effort. Increase participation in group by at least 25% by FY 15.

- OBJECTIVE: Expand MGOL Programming to include Saturdays (Fall 2015)

ACTION: Secure funding for additional staff to coordinate Saturday programs

ACTION: Train staff or volunteers as potential leaders of MGOL programs

- OBJECTIVE: Expand After-school Programs , including movie events to incorporate movies at least twice a month by Fall 2015

ACTION: Train volunteers to run afterschool movie events

ACTION: Maintain funding for movie licensing permit and expand publicity

- OBJECTIVE: Establish schedule to allow Children's and Youth Services Librarian to visit all preschools (25% of all classes visited FY14; 50% by FY15; 75% by FY16; 100% by FY17)

ACTION: Identify preschools and create contact list to include all preschools with contact numbers and number of students enrolled.

ACTION: Visit 25% of all classes by FY14; 50% by FY15; 75% by FY16; 100% by FY17

- OBJECTIVE: Initiate a plan with teachers at Millis Public Schools to schedule library visit by all classes (20% of classrooms visited FY14; 50% by FY15; 75% by FY16; 100% by FY18)

ACTION: Identify classes and create contact list.

ACTION: Children's and Youth Services Librarian to create programming initiatives for each class visit – age and grade appropriate

ACTION: Arrange for each classroom to visit the Millis Public Library – each class to visit at least once each school year.

- OBJECTIVE: Coordinate class visits to allow for all students at CFB to receive library cards from MPL by 2018

ACTION: Increased collaborative programming with preschools and CFB classes and Montessori School

ACTION: Develop programming for home schooling families

ACTION: Increase # and type of Toddler Programs—explore afternoon programming

ACTION: Expand Early Reader Collection—purchase specific titles and series for this collection by FY14

ACTION: Expand storytime activities to include evenings and holiday storytimes

ACTION: Develop independent storytime program for 4 and 5 year olds

ACTION: Explore implementing Spanish Storytimes

GOAL: Develop initiatives for introducing non-traditional resources for young readers

- **OBJECTIVE:** Develop policies and procedures to make I-Pad and E-Reader Resources available for use in the library and possibly for circulation by FY15

ACTIONS: Purchase Nooks and Cases

ACTION: Arrange for Barnes and Noble Card to load titles onto Nook (\$)

ACTION: Define and write policies for borrowing devices

ACTION: Acquire IPADS and games

Millis Public Library: STRATEGIC PLAN 2015-2020

SERVICE RESPONSE TWO: CONNECT TO THE ONLINE WORLD

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.

Vision: The Library will continue to bridge the "digital divide" by offering patrons access to computers with high-speed internet connectivity, up-to-date online databases, and office software, including word-processing and spreadsheet programs. Patrons who bring laptops or wireless devices to the library will have wireless print capability.

GOAL: Define a five-year Technology Plan for the Millis Public Library

- **OBJECTIVE:** Define and implement a long-range technology plan for the MPL by FY16

ACTION: Develop a matrix of existing equipment and software

ACTION: Identify and add new technologies as they become available

ACTION: Develop training protocols for staff so that all staff provide excellent service to patrons requiring assistance with technology

- **OBJECTIVE:** Define and implement plan for staff training on different technologies, search strategies and trends by FY15

ACTION: Hold staff training sessions at least twice a year

ACTION: Require staff to attend professional development opportunities and programs at least twice per year relating to emergent technologies.

- **OBJECTIVE:** Provide a plan to refresh, on an ongoing basis, the Library's technology components (for example, the Library plans to annually upgrade PCs after a lifespan of 3-4 years after initial acquisition.)

ACTION: Identify components requiring upgrading

ACTION: Apply schedule

- **OBJECTIVE:** Investigate ways to improve trouble-shooting of technology issues when they arise by FY16

ACTION: Provide additional staff training in technology components in the Library
ACTION: Coordinate with Town of Millis to identify IT resources

ACTION: Explore a Help Desk Service

GOAL: To continue to update and enhance the Library's webpage

- OBJECTIVE: To work to ensure that the Library's webpage is current, relevant, and up to date; with information posted in a timely manner.

ACTION: Cross-train two additional staff members by FY16

ACTION: Coordinate weekly updates of web and facebook pages – incorporate use of photos more regularly.

ACTION: Explore E-Reference as a online tool for patrons to access

GOAL: To expand the collection of downloadable audio and e-books available via the Minuteman Library Network, including the addition of Overdrive Advantage Titles to database, and to promote and provide training on the use of these resources

- OBJECTIVE: Determine funding sources by FY16

ACTION: Work with Friends of the Library to assist with locating funding sources

ACTION: Arrange for additional marketing and promotional tools to highlight these resources

ACTION: Promote service and collection with flyers, on cable, newspapers, webpage and in schools.

GOAL: Expand training in use of electronic resources

- OBJECTIVE: All staff to participate in at least two workshops/continuing education opportunities each year.

ACTION: Obtain devices so that staff can be trained in actual use of each type of device

ACTION: Add regular "hands-on" training for public in use of devices

ACTION: Work with Honors Students and Community Service students to provide a regular training session to assist other patrons at the library on a weekly or monthly basis.

- **OBJECTIVE:** Increase Use of Freegal by 20% by FY16
 ACTION: Link Freegal Newsletter to Library webpage
 ACTION: Create brochure about Freegal Resource

- **OBJECTIVE:** Increase use of TERC: Testing and Educational Resource by 20% by FY15
 ACTION: Link TERC to webpage and library catalog
 ACTION: Publicize in school and library

- **OBJECTIVE:** Open Night Resource Nights twice per year in collaboration with school librarian
 ACTION: Children's and Youth Services Librarian to coordinate with subject coordinators and school librarians to determine type of program.
 ACTION: Publicize event – provide follow up..

GOAL: Expand Circulating Collection of E-Books/I-Pads to include Young Adult and Youth Population.

- **OBJECTIVE:** Add 5 Nooks to YA Collection and pre-load with titles of interest to this population
 ACTION: Purchase Nooks and pre-load applications
 ACTION: Develop policies for circulation of these resources

- **OBJECTIVE:** Add 5 I-PADS to Children's Room collection and pre-load with apps of interest to this age group (include heavy-duty case to protect device from unintended falls!
 ACTION: Purchase I-PADS and purchase Apps.
 ACTION: Develop policies for circulation of these resources

GOAL: Develop, in collaboration with town departments such as COA and Schools, topical programs of interest to these groups.

- **OBJECTIVE:** Improve contact and collaboration with community groups in and around Millis and increase partnerships with the Library

ACTION: Coordinate regular contact with department heads to work on collaborative programming

ACTION: Develop collaborative programming initiatives

GOAL: Continue to update and enhance the Library's webpage, highlighting non-traditional resources available 24/7.

- **OBJECTIVE:** To maintain a current and up-to-date and informative web presence

ACTION: Cross train at least three staff members by FY15 on webpage updating

ACTION: Work on establishing procedures to ensure more timely transfers of information and updates

GOAL: Enhance collections and collection development protocols

- **OBJECTIVE:** Refresh Travel Books Annually

ACTION: Set up standing order for materials relating to travel collection

ACTION: Publicize availability of Lonely Planet travel guides on Overdrive Collection

ACTION: Coordinate annual weeding and collection development of this collection

- **OBJECTIVE:** Expand DVD Collection

ACTION: Train additional staff to assist with collection development and purchasing protocols

ACTION: Add additional multiple copies (Speed Views) of popular dvds.

- OBJECTIVE: Purchase new materials -- quilting, knitting, patterns for American Girl Dolls by FY15

ACTION: Review selection guides for possible purchases

ACTION: Acquire new materials and create interesting display to attract patrons to these resources

- OBJECTIVE: Provide expanded collection of Health Materials and make sure they are up-to-date

ACTION: Create a "PARENTING" section in Children's Room dealing with topics of parenting and health and wellness

ACTION: Expand acquisition of materials relating to health, wellness and parenting.

ACTION: Weed existing collection by FY15

- OBJECTIVE: Expand YA Collection

ACTION: Purchase additional new video games

ACTION: Increase graphic novel collection and purchase additional graphic novels

- OBJECTIVE: Promote Databases and other online resources

ACTION: Children's and Youth Services Librarian to highlight these collections in all class visits

ACTION: Develop new and interesting finding guide and brochure by FY15

ACTION: Highlight these collections on Web Homepage

- OBJECTIVE: Promote FREEGAL (Downloadable Music Collection)

ACTION: ACTION: Children's and Youth Services Librarian to highlight FREEGAL collection in all class visits

ACTION: Develop new and interesting finding guide and brochure by FY15

ACTION: Highlight resource on Library's Homepage

GOAL: Expand Museum Pass Program

- OBJECTIVE: Expand the number of passes available through the Museum Pass Program and increase visibility of this resource through improved marketing tools.

ACTION: Annually evaluate pass use and add/discontinue as warranted

ACTION: Advocate with Friends of the Library to increase number and variety of passes offered

ACTION: Purchase passes to Zoo New England (by FY14)

ACTION: Purchase passes to Museum of Contemporary Art (by FY15)

ACTION: Promote and market passes thru flyers, brochures, Library and Friends Facebook pages, newsletters, newspapers, webpage, e-flyers, through Friends of the Library, etc...

Millis Public Library: STRATEGIC PLAN 2015-2020

SERVICE RESPONSE FOUR: VISIT A COMFORTABLE SPACE – PHYSICAL AND VIRTUAL SPACES

Residents will have safe and welcoming physical spaces to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking

In 2013, the Millis Public Library was involved in a radical transformation as the town and community moved forward with the final stages in the construction of a new library in the center of Millis. Located at the corners of Main and Exchange Streets, the new facility was designed to meet future and current needs of the community. The building is a one-story design, and is fully handicapped accessible. The design incorporated much of the "hopes and wishes" of a variety of community individuals and groups. There is a large community room that can accommodate 80 people, and it is available for use by community groups when the library is open, or after hours by securing the building with a lockable metal grate. This "after hours" suite of rooms includes restrooms, a small local history room and archive, and the community room with an attached pantry. The audio-visual equipment for this area was selected for ease of use and technical capabilities.

In addition, consideration was given in the course of the library design to the need for a variety of reading and studying spaces. There are many comfortable groupings, including two "quiet studies" which are available to reserve or on a first-come first serve basis; along with five study carrels set in niches along the front of the Adult Stack area, and several upholstered reading areas, as well as computer tables and study tables.

The Young Adult Room is a fully-integrated part of the building, but it has its own identity and furnishings which were selected by the Teen Advisory Board. They had recommended "cool and comfy" chairs and had stipulated that an ottoman would be ideal for this location. In addition, computer tables and a work table (with ergonomic task chairs on rollers) were included in the design.

The Children's Room is a bright and cheery space which completes the public spaces of the new library. It is designed with picture books and storytime space at one end of the room. The stacks and the spaces then become more articulated as the reader moves along to emergent reading chapter books, intermediate readers, and finally lengthier chapter books, non-fiction and reference resources. There is a growing collection of Spanish-language materials to support the "Spanish Immersion" Program offered by the Millis school system. The children also have three computer workstations located in this space, as well as audio-visual media and a family restroom.

One of the specifically identified goals of the FY15-20 Strategic Planning Process that was the need for patrons to "Visit a Comfortable Place—physical and virtual space." When the new building is formally dedicated on September 21, 2013, this mandate will have been largely met, as least as far as the physical layout of the building. However, the goal is more broad than just physical plant comfort levels,

d so the next step really will be to carry this goal forward to ensure that the physical and virtual space live up to their full potential.

GOAL: Expanded Hours of Operation

- OBJECTIVE: Explore Modifying Opening/Closing Hours by FY16

ACTION: Survey comparable surrounding libraries

ACTION: Survey patrons to assess needs.

ACTION: Develop cost proposals for various scenarios

GOAL: Continue to enhance the resources and collections of the MPL

- OBJECTIVE: Update Collection Development Plan by FY17

ACTION: Promote regular weeding of collection—develop and maintain an annual schedule

ACTION: Provide training for staff in reader's advisory services by FY17

- OBJECTIVE: Develop a Millis Community Reading Project, in collaboration with the Millis Public Schools or other community agencies by FY15

ACTION: Form a committee to plan Community Read Activities.

ACTION: Develop a pilot proposal for FY14

ACTION: Assess strengths / weaknesses / areas for improvement based on pilot program. For future programs make adjustments as needed.

GOAL: Meeting Room and spaces made available for public use

- OBJECTIVE: Create meeting use policies and provide access to an online room reservation system

ACTION: Develop meeting room use policies and make these available to public

ACTION: Purchase online room reservation software (EK ROOMS)

ACTION: Train staff and patrons in use of EK Rooms

GOAL: Library users will have improved user experience

- **OBJECTIVE:** Library users will experience improved user service by FY16

ACTION: Provide staff development program which focus on "best practices" (look at those libraries such as Darien, CT which place emphasis on the "user experience" and look at similar models).

ACTION: Field trip for staff and Trustees to libraries that exemplify "best practices" if feasible.

ACTION: Bring in facilitator to work with staff as a staff development training tool.

ACTION: Provide clearinghouse for patron suggestions

ACTION: Provide area to convey feedback to patron suggestions