THAYER MEMORIAL LIBRARY

Strategic Plan

2016-2021

Approved by the Trustees of the Thayer Memorial Library 21 September 2015
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Thayer Memorial Library
Strategic Plan

PREFACE

"We the subscribers to the following Articles, being sensible that a general diffusion of knowledge has a tendency, not only to promote individual happiness, but to strengthen the bonds of society, by making 'man mild and sociable with man;' and it being incumbent on us as members of a free and independent community, to use our endeavors to preserve the liberty, freedom and happiness we enjoy; and convinced that we cannot effect this in a more eligible way than by enlarging our minds with such useful knowledge as will best serve to increase our estimation of such invaluable blessings, – do for the purpose aforesaid severally and reciprocally promise to agree to and with each other that we will associate ourselves together and purchase a Library… "

By-laws, Lancaster Library, October 1790

MISSION STATEMENT

The Thayer Memorial Library brings people, information, and ideas together to enrich lives and build community.

CORE VALUES

Passion

We love the Library; we love Lancaster, and we love what we do.

Free and Open

We promote intellectual freedom and privacy for all.

Inspiration

We enhance learning, the free flow of ideas, and civic responsibility.

Respect

We respond to all with courtesy and compassion.

Integrity

We uphold a bond of trust between the Library and the community as stewards of our collections and our building.

Legacy

We treasure the history of Lancaster and its Library as we embrace the future.

PLANNING PROCESS

Thayer Memorial Library's Board of Trustees recognized the need to develop a new long-range plan assuring the Library continues to provide excellent value while identifying opportunities for change as Lancaster's needs evolve. In anticipation, Library Director Joseph Mulé attended the Public Library Association (PLA) national conference in Indianapolis, with a charge to focus on library development and planning. The Board then commissioned an ad-hoc Strategic Planning Task Force to develop and recommend a plan for Library service sustainability and improvement for the next six years. The Task Force members included Director Joseph Mulé, Trustee Chair Emily Rose, Trustee Steve Piazza, former Trustee Maribeth Eugene, and ad-hoc members Assistant Director Karen Silverthorn, and Children's Librarian Susan Mello-Conroy.

The Strategic Planning Task Force reviewed several planning frameworks including the Public Library Association's *Strategic Planning for Results* and Massachusetts Library System's (MLS) Strategic Planning Process and used a blended version to develop a custom planning scheme. In addition, The Task Force applied a variety of tools to evaluate Lancaster's service needs. Our deliberative approach has enabled the Task Force to submit official recommendations to the Board to guide the Library going forward.

Information gathering began with a SOAR exercise (Strengths, Opportunities, Aspirations, and Results) for the library staff facilitated by Deb Hoadley, a planning consultant from MLS. The Task Force then organized a Community Planning Group composed of demographic representatives from four age groups (teen to over 50) to participate in a day-long session of SOAR and Vision activities.

The Task Force met with a second planning consultant Rick Black, who recommended conducting personal interviews with several key stakeholders in the community. In addition, we reviewed the extensive PEW Research Center Internet Project's Library Typology survey, which assessed public library engagement nationwide[1]. Using PEW's, "What kind of library user are you?" quiz for communities the Task Force surveyed residents attending Lancaster's Annual Town Meeting[2]. Finally, demographic and institutional data were compiled, with the development of benchmarks for comparison, to aid further in the assessment of the Library's user needs. Throughout the process, the Task Force was guided by these questions:

1. Is Thayer Memorial Library a good value for Lancaster residents?
2. Can the current level of service provided by Thayer Memorial Library be sustained with existing or anticipated funding levels, as Lancaster's needs change?
3. How have Library users and their needs changed, and how are they evolving?

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[1] Library User Quiz Help Center, http://www.PEWinternet.org/2014/06/27/library-user-quiz-help-center/

[2] We intend to similarly survey Lancaster high school students about their experiences and opinions.

COMMUNITY PROFILE AND ANALYSIS

Location

Established in 1653 along the Nashua River, Lancaster is the oldest town in Worcester County. Lancaster retains a strong sense of its history as a small business, agricultural, and educated community. While some residents trace their Lancaster lineage back over many generations, others have chosen to locate here for the bucolic ambiance, excellent schools, and central location. As open space has given way to development, Lancaster has become home to many who commute to work in Boston and other communities.

The Thayer Memorial Library is located in the center of town on the historic Town Green. Throughout its history library directors and trustees have stressed professionalism and best practice in the delivery of library services.

Overall Population

The 2010 U.S. Census reports that Lancaster has 8,055 residents. According to United States Census Bureau residence rules, college students who do not live at a parental address, people in correctional facilities, and certain individuals in group homes or facilities are counted as inhabitants of the institution's town. In 2010 Lancaster's population count included people in these categories. Souza-Baranowski Correctional Center, a maximum-security prison in Lancaster has 1,190 inmates. Atlantic Union College had 450 students in 2011.

Table 1 illustrates Lancaster's population breakdown by census age group with Massachusetts's distribution. Lancaster closely tracks the statewide population distribution with the most dramatic difference in the census age group 45-49 which in Lancaster is 25% higher. It is likely that the inmate population contributes to this difference. The college population may have contributed to slightly higher numbers in age ranges 15 to 29. Lancaster has a slightly larger population than Massachusetts in ages ranging from 10 to 39, and slightly lower population in ages ranging from 0 to 9 and ranging 50 to 85 and over.

Table 1: 2010 Population Distribution by Census Age Group
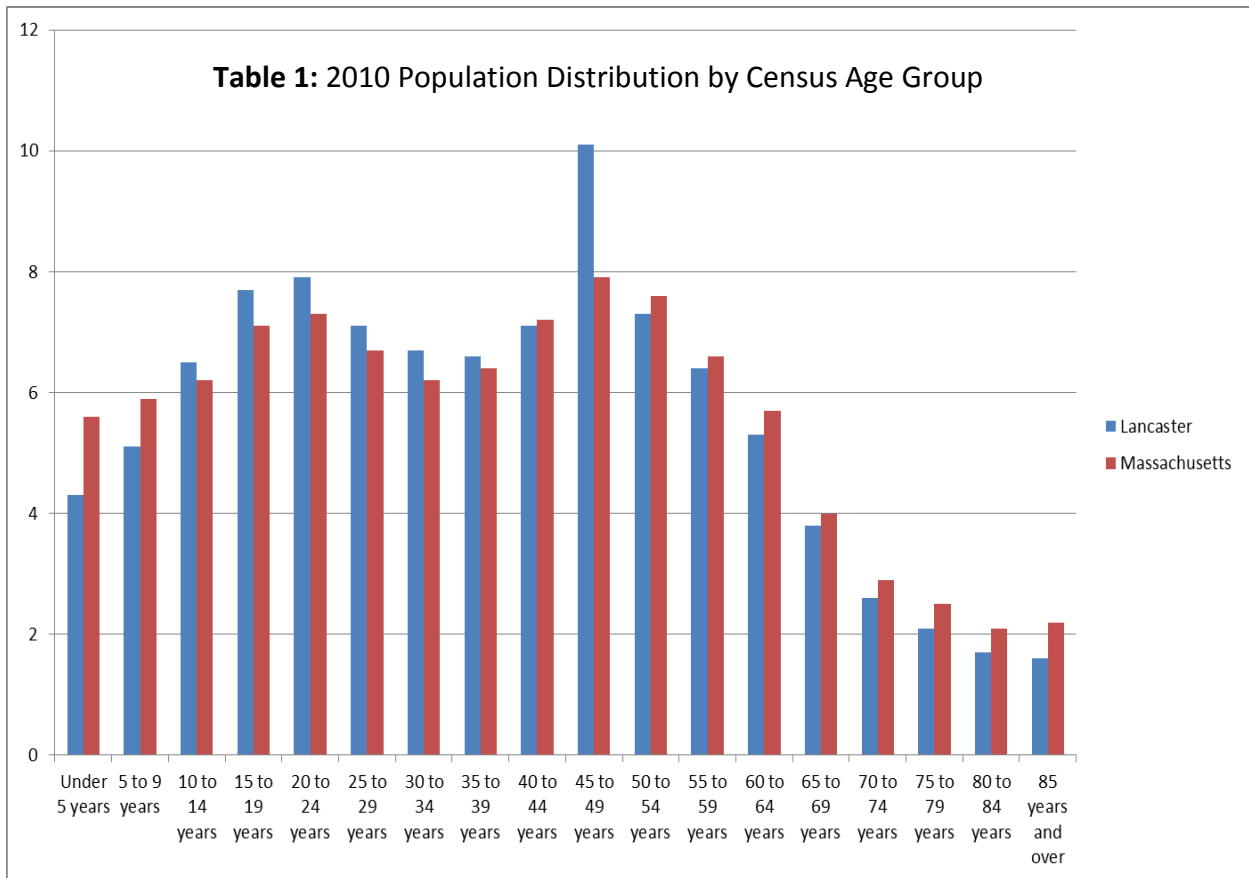
Lancaster's population distribution breaks down by age into the follow groups:

Table 2:	
Age	**Proportion of Population**
0-9	9.4
10-19	14.2
20-29	15.0
30-59	44.4
60 +	17.0

Additional factors contributing to user needs (economic, geographic, etc.)

Lancaster has a total land area of about 28 square miles. This includes agricultural areas; forested areas with rivers and streams, some of it protected; and concentrations of residential housing including the historic center village where the Library is located. A significant percentage of Lancaster's land is owned by Federal, state, or non-profit institutions and is not subject to property tax. Development of residential and business areas continues to take place in locales sometimes widely separated due to highways, land use, or geographic features.

The Massachusetts Healthy Aging Community Profile[3] and Census Factfinder[4] tables provide the following information, which is helpful to the Library's planning.

- Lancaster is a car-dependent town, with a walkability rating of only 20/100 compared to a state score of 52/100. There is limited access to transportation for seniors or those with disabilities. Students in public schools are bussed, while non-residential private school students are dropped off by car.

- Most residents reside in households; 83% of housing units are owner-occupied, significantly above the 63% state average. In 2015, Lancaster's average property value was $291,504 with an average tax bill of $5,469. The 2015 tax rate is $18.76.

- Lancaster's 2013 unemployment rate is 8.4%, slightly below the state average of 8.9%. Of 2,349 total households, the 2013 median household income was $77,575 compared to a state average of $66,866.

- 12% of Lancaster's population is below the poverty level (out of 6,489 residents for whom poverty status was determined) compared with the Massachusetts average of 11.4%. Of those ages, 65 and over, 3.6% were below the poverty level.

- Lancaster's population is predominantly white (88%) with other minority groups and foreign-born residents making up a small portion of the population. Massachusetts as a whole is 80% white.

- About 84% of households in Lancaster have computers, and 74% have the Internet at home. This tracks statistics for the Northeast (84% computer, 76% Internet).

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[3] https://mahealthyagingcollaborative.org/wp-content/themes/mhac/pdf/community_profiles/towncode147.pdf

[4] http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml Enter 01523, 01561 separately

- Of residents 25 years and older, 90% are high school graduates, and 31% have bachelor's degrees or higher.

Kindergarten – Grade 12 populations:

In 2013, 1,093 students were enrolled in public schools. Lancaster belongs to the Nashoba Regional School District[5]. Lancaster is one of 17 member towns of the Minuteman Regional Vocational High School. Public elementary and middle school students attend schools in Lancaster. High school students attend Nashoba Regional High School in Bolton or Minuteman Regional Vocational School in Lexington.

In 2013, 536 students attended a private school in Lancaster. There are several private and special education schools, some residential, within the town. Thayer Memorial Library occasionally coordinates services with these different schools on a formal basis. Library use by students participating in regional or statewide soccer tournaments at the Massachusetts Youth Soccer Complex in Lancaster has increased in recent years; students come to work on homework or research.

Other Population Groups:

The Thayer Memorial Library provides materials and study space for students of all ages. Traditional college-age and adult students also utilize library space and services. In the fall of 2015, Atlantic Union College will re-open several programs of study. It is not clear how this will affect library services.

A variety of local organizations collaborate with The Thayer Memorial Library, especially for collections, programs, or meeting space. These include Girl Scouts, 4-H, various youth sports programs, Toastmasters, artist groups, congregations, residential associations, Town commissions, and Town boards. These are in addition to library-related organizations, such as Seven Bridge Writers' Collaborative, book discussion groups, Friends of the Thayer Memorial Library, and the Thayer Memorial Library Foundation.

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[5] The other member towns are Bolton and Stow.

THAYER MEMORIAL LIBRARY DESCRIPTION AND STATISTICS

Origin to Present Day

The Thayer Memorial Library's roots reach back to 1790 when its predecessor, the Lancaster Library (later renamed the Lancaster Social Library), was first established. It was in 1862 that Lancaster residents voted to create a tax-supported free public library – then named the Lancaster Town Library. The Library's Historical Museum was established in 1863.

In 1868 soon after the War, Memorial Hall commemorating Lancaster's Civil War dead was erected to house the growing Library. In 1888, the first expansion and renovation of the library building were completed. The new facility was believed to have the capacity to hold 40,000 volumes of various sizes.

In 1929, the Library greatly enlarged its service space by adding the children's room. The latest addition was in 1999 when the Library more than doubled its size to 19,147 square feet including an enlarged Special Collections room, two meeting spaces for large and small groups, and enough space to hold more than 70,000 volumes. At this time, the Board of Trustees re-dedicated the newly renovated Library as the Thayer Memorial Library to recognize the many contributions of the Thayer family throughout the Library's history.

In 2015, the Library staff consisted of a full-time Director and some part-time staffers including the Assistant Director, Children's Librarian, Senior Library Technician, Special Collections Assistant, Library Technician, and five Library Pages. The Library is open to the public 49 hours per week and offers public meeting rooms available even when the building is not open. The Library has a large cadre of volunteers who contributed over 2,000 hours of service in 2014. There are two philanthropic, non-profit organizations working on behalf of the Library: the Thayer Memorial Library Foundation and the Friends of the Thayer Memorial Library.

A board of six elected trustees with terms of three years governs the Library. The Trustees are solely responsible for all monies appropriated by the Town for the Library and all money or property received by the Town by gift or bequest for the Library. In addition, the Library Trustees assure that Lancaster residents receive excellent service by certifying that standards established by the Commonwealth are always maintained.

Evaluation of Services

It is challenging to assess the Library's effectiveness, or value, without placing it within a context that includes the performance of other public libraries. In addition, the Task Force grappled with three fundamental questions regarding the current deployment of services, which guided the entire strategic planning enterprise. Does the Thayer Memorial Library provide a good value to Lancaster citizens? If answered in the affirmative, then is the current

public service structure sustainable into the future? Equally important is determining whether the Library is distributing its available resources to the services the public most wants.

Measuring value requires an evaluation of selected inputs (budget, building, and staffing) which enable the Library to provide desirable outputs (circulation, collection size, building use, etc.). To understand the Thayer Memorial Library's local value, the Task Force collected Library performance data and compared its findings against four distinct groupings of public libraries. To establish the relative value of Thayer Memorial Library services and determine whether current service levels can be realistically maintained in the future, the Task Force generated a series of reference points, or benchmarks, comparing Thayer Memorial Library to its peers.

The Task Force evaluated more than 25 discreet data points collected in 2014 and compared the Thayer Memorial Library with four distinct groupings of public libraries:

- All public libraries in the Commonwealth (367)
- Public libraries with similar population sizes as determined by MBLC (68)
- Public libraries in communities adjacent to Lancaster (8)
- Public libraries in towns with equalized property values similar to Lancaster's (10)

For this document, data was pooled into the groupings above to form data sets. Data sets were broken into quadrants. Generally, a data point ranked within a lower quadrant is inferior to one listed in a higher quadrant.

4th – Higher
3rd – ↑
2nd – ↓
1st – Lower

Also, the arithmetic mean, or average for each data set was calculated by taking the sum of numbers in a data set and dividing it by the number of responses in the set.

Library Resources

Municipal Appropriation levels per capita ($39.14) – Lancaster compared very near the average with every grouping, and exceeded it only once by the slimmest of margins in towns with equalized property values similar to Lancaster's. The Library's municipal appropriation ranked within the 3rd quadrant for every grouping.

Salary levels per capita ($28.49) – The Thayer Memorial Library compared very near the average with three of the groupings and exceeded the average in the grouping of towns with equalized property values similar to Lancaster's. The salaries for the Thayer Memorial Library ranked within the 3rd quadrant for three groupings and ranked in the 4th quadrant by a slim

margin in public libraries in towns with equalized property values similar to Lancaster's. The number of long-term employees on the staff may skew this ranking.

The number of full-time equivalents per 1,000 population (.75) – The Library's staffing levels compared very near the average in all of the groupings. The Library's staffing level ranked within the 3rd quadrant for all four groupings.

The number of staff hours serving youth per week (27.5) – The Task Force was alarmed by how meager Thayer Memorial Library's youth-based staff resources were relative to any of the groupings. In all cases, the number of staff hours the Library devoted to serving children from birth to 18 years of age was significantly below the reported averages for each grouping. In addition, The Library's youth-based staffing resources failed to rank any higher than the 1st quadrant in any grouping.

Media Expenditures levels per capita ($7.41) – The Library's media expenditures compared very near the average in three groupings and scarcely exceeded the average with public libraries in towns with equalized property values similar to Lancaster's. Thayer Memorial Library's media expenditures ranked within the 3rd quadrant for all four groupings.

Building Plant Size in square feet (19,147) – The Library's building is large relative to peer groupings. Given its population size of fewer than 10,000 residents, it is remarkable that Lancaster's Library ranks in the top 33% in size for all of the libraries in the Commonwealth. Similarly noteworthy was that the Library's plant size was at least the fourth largest building in public libraries with similar population sizes, in communities adjacent to Lancaster, and in towns with equalized property values similar to Lancaster's.

Library Service hours per year (2,409) – Thayer Memorial Library trailed in average annual service hours only when compared to all public libraries in the Commonwealth. However, the Library's annual service hours ranked in the 4th quadrant with public libraries serving similar population sizes, in communities adjacent to Lancaster, and in towns with equalized property values similar to Lancaster's.

Collection Size per capita (12) – The Library ranked in the 4th quadrant when compared with libraries serving similar populations, or whose communities had similarly equalized property values. The Library missed placing within the 4th quadrant in groupings that included all libraries in Massachusetts, and those in communities adjacent to Lancaster, which both provided 13 volumes per capita.

Circulation per capita (18) – The Library ranked well within the 4th quadrant in every grouping. Remarkably, but typically, the Library ranked within the top 20% in circulation per capita when ranked with all libraries in the Commonwealth.

Total annual programs (492) – Thayer Memorial Library was ranked in the 4th quadrant in every group, and offered the greatest number of programs when compared with libraries in

adjacent communities, or in towns with equalized property values similar to Lancaster's. The Library provided about twice as many programs as libraries of similar population sizes and with equalized property values similar to Lancaster.

Total Annual Meeting Room Uses (704) – The Library was ranked in 4th quadrant in every group, and recorded the most meeting room uses when compared with libraries in towns with equalized property values similar to Lancaster's.

Conclusions

Historically, the residents of Lancaster have been strong supporters of the Thayer Memorial Library and recent history, even during the difficult period of the great recession, shows this is still very much the case. While its budget withstood a sizeable reduction at the peak of the recession in 2008, the Library did not cut staff or service hours but elected to reduce its books and media appropriation. However, our examination of the performance data shows that the Thayer Memorial Library's staffing levels, as either a factor of salaries or staff hours, were relatively undistinguished when measured against the peer groups mentioned. Notwithstanding the above, it came as somewhat of a disappointment to see how inadequately staffed the Library is to serve young library users.

Thayer Memorial Library did distinguish itself among its peers with much of the service data collected. So much so, that one begins to wonder how a library with a relatively average-sized staff can generate so much activity across a variety of service categories. The data distinctly shows that the public is actively engaged with the Library.

The Task Force is fairly confident that from all of the data collected it could adequately establish and compare benchmarks that would answer two of its foundational questions. The third question regarding whether the Library is distributing its available resources to the services the public most wants will be answered in other sections.

Did the Thayer Memorial Library provide a good value to Lancaster citizens?

The Task Force firmly believes that the Library currently provides exceptional value to residents. In many service categories, the Library ranked in or very near the 4th quadrant. However, resource data hovered around the averages or was found to be inadequate as in the case of staff hours serving youth. The data shows that when compared to other libraries the following statements are generally true about the Thayer Memorial Library:

1. Library staffing levels are adequate but unsatisfactory to serving youth.

2. The Library building is larger than many libraries.

3. The Library is open more hours than many libraries.

4. The Library holds a larger collection of media than many libraries

5. The public borrows more media than other communities.

6. The Library provides a larger and more varied assortment of programs for all ages than many libraries.

7. The Library's meeting room facilities are utilized by the citizens more than many libraries.

Is the current public service structure sustainable into the future?

The Task Force believes that at the current levels of local investment, library staff is unable to maintain service levels without relying on outside resources. The tenuous position in which the Library finds itself relies heavily on the organization's ability to continue to raise non-appropriated funds, employ volunteers, and accept media donations to maintain current service levels. While the Library itself has been modestly successful generating non-appropriated funds through grants and philanthropy, it is vulnerable to performance declines if these funding sources lag in the future. In addition, without thousands of hours of volunteer service, the ability of the staff to provide the current level of service would plummet. The Library's current service structure is unsustainable.

The Task Force believes that before any new initiatives can be instituted the Library must redeploy resources to accomplish two aims. First, given available resource levels, determine the levels of services that adequately serve the public interest without overtaxing staff. Secondly, redistribute available workforce in a manner that increases youth-based services performance levels.

NEEDS ASSESSMENT

In addition to the comprehensive review of Thayer Memorial Library's current statistics detailed in the Library Description, the Task Force compiled information about the Library and its needs using several different methods. The Library staff and a representative community group participated in SOAR exercises. The Task Force conducted telephone interviews with a diverse group of stakeholders in Town. Finally, a survey was distributed to all residents attending the Annual Town Meeting. The analysis of the data gathered through these activities follows.

SOAR Activities and Analysis

Process

The Library used a SOAR framework, (Strengths, Opportunities, Aspirations & Results) as an element of the planning process to assist in determining future service priorities.

Two sessions facilitated by Deb Hoadley, a planning consultant from the Massachusetts Library System, were held to allow both the community and the Library staff the opportunity to provide their perceptions of the current strengths of the Library, what opportunities exist for the Library to improve its services, what aspirations they have for the Library as we develop a new service plan, and what the results will look like if the Library can respond to the needs of the community with new and/or improved services. The first SOAR exercise was conducted at a Community Planning Session that included 18 citizens. The Library staff carried out the second SOAR.

The raw data from both of the SOAR exercises were compiled so that each of the participants' comments could be measured against conventional service responses developed by the Public Library Association (PLA)[6]. Members of the Task Force then coded participant's comments to the PLA service responses and generated a weighted data list. This process was repeated for each SOAR component, Strengths, Opportunity, Aspirations, and Results[7].

Initial Observations

The most significant result from the data analysis is that many comments did not easily align with a specific PLA service response, or they referred to most of the Library service responses. These observations accounted for the highest number of replies and highlight factors such as service hours, the building layout, lighting conditions, ease of locating

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[6] Garcia, June and Sandra Nelson for the Public Library Association, *Public Library Service Responses 2007*

[7] See appendix

materials, furniture accommodations, seating capacity for events, and available audio/visual equipment for presentations. A large number of these non-specific responses is clearly seen in the results section of the SOAR. Both the citizens and the staff thought that positive results would be achieved across most of the Library's service roles by making improvements in these areas.

Another observation is that four Library service responses (SR) were identified as being the most relevant across the spectrum of the SOAR. Of the seven SRs most often coded, the top four were common to all elements of the SOAR. In order these SRs are:

- Know Your Community
- Visit a Comfortable Place
- Be an Informed Citizen
- Stimulate Imagination
- Satisfy Curiosity
- Understand How to Find, Evaluate & Use Information
- Connect to the Online World

A third observation is a relative similarity in responses made by community participants and the Library staff. However, the staff focused more on the operational aspects and functional uses of the Library. This is not unexpected as improvements needed in the operational and functional areas within the Library are more evident to them within their roles as Library employees.

SOAR Responses

The following is a sampling of the SOAR responses that were mapped to PLA Library Service responses.

Strengths

Citizens

Being open "lots of hours," having a knowledgeable and competent staff, the historical aspects of the building, having a broad range of content available, computers and programming, generous donors, lots of volunteers and doing a lot on a small budget.

Staff

Customer service, friendly staff, extensive collection, plenty of volunteers, beautiful building, not a "quiet" Library, special collections, meeting rooms, quiet places to study, and support from the town.

Opportunities

Citizens
More tables and quiet places, Young Adult services expansion, streamline eBook checkout, monthly gatherings to discuss topics, elder outreach, digital subscription services, collaboration with cable TV, and more information about what is available.

Staff
Additional staff available to help patrons with computer usage, reassess circulation and other material flow pathways, create quiet study areas, upgrade staff room, balance the charm of the building with community needs, more hours, special collections open more hours, more collaboration with community groups and government, reclassify collections without Dewey Decimal System, delivery to Bigelow Gardens (senior housing), and more promotion.

Aspirations

Citizens
Community-wide bookmobile, café, outdoor spaces for hanging out, having a facility manager, open windows more often, Young Adult librarian, open more (Tuesday am and Sunday), improve foreign language collection, updated technology and equipment, and upgrade of furniture and carpet.

Staff
Updated circulation area, new quiet study spaces, technology person on staff, open more hours, more classes offered, comfortable seating areas, all computers in one location, re-visit "reference," train staff on technology, café with coffee, be an extension of the home.

Results

Citizens
Bigger library, outdoor space being used, more computers, better utilized space, café, more volunteers, stronger collaboration with schools, renovated interior, double-digit Young Adult programs, more teens checking out materials, dedicated staff for computer help, open Tuesday am and Sunday, a campus community environment, increased town funding, and a senior outreach program.

Staff
More computers, more staff to support patrons, better workflow, more young people studying, researching, and coming in, and more collaborations with other town organizations.

STAKEHOLDER INTERVIEWS

Overview

The Task Force interviewed 13 local citizens who were identified as stakeholders and leaders in the community. None of these individuals participated in the Community SOAR and Vision sessions. The telephone interview was designed to focus on a limited number of open-ended questions. The purpose of this was to promote freethinking of the participants and not limit the topics they might share.

The questions asked were:

- Do you currently use the services of the Library?
    - If no, what keeps you from using it?
    - If yes, what services do you use?

- Do you think the Library is important to the community?
    - If no, how can it be more relevant?
    - If yes, can you give three examples of why it is important?

Interview Results

Do you currently use the services of the Library?
Ten of the participants use the services of the Library while three do not. Of the ten that do use the Library the common uses were:

- Book browsing
- Interlibrary loan
- All media types (one mentioned eBooks)
- Meeting space
- Children's programming and gathering space
- General interest programming
- Historical aspect and Special Collections
- C/W MARS
- Museum passes

Reasons for not using the Library ranged from "Don't have time to read," to "Just don't think of it." No criticisms of the Library or recommendations for additional services were provided.

Do you think the Library is important to the community?

All thirteen respondents said "Yes" when asked if they thought the Library was important to the community. They cited the services that they used as listed above, plus their perspective that the Library:

- Is a democratic institution
- Builds a sense of community
- Provides access to cultural items
- Provides Internet access to those who may not have it at home
- Provides gathering spaces
- Is a source of current information, e.g. newspapers, periodicals, etc.
- Is an excellent value for budget-conscious citizens

Additional Comments

Because of the open-ended format, unsolicited remarks and observations were shared by the respondents. They included:

- Wonders if we are doing too much. Maybe we should be more focused.
- Would like to see more eBooks, especially mysteries and novels. Although still wants physical books for certain topics.
- Likes the book sale; not only to acquire but also to donate books.
- Would like to see the Library teach Internet research for 7th and 8th graders.
- Would like a program or primer for genealogical research.
- Hears great things about the kids' programs. Likes this because more people are home schooling.

TOWN MEETING SURVEY AND PEW DATA

At Lancaster's 2015 Annual Town Meeting, the Strategic Planning Task Force (Task Force) handed out a survey to all Lancaster residents in attendance with questions regarding the level of their public library engagement. The study was an edited set of questions originally developed by the PEW Research Center (PEW) entitled "What kind of library user are you?"[8] In general, the results of the survey compared very favorably to the results of PEW's nationally conducted survey of public Library engagement.

Residents overwhelmingly found the Thayer Memorial Library very easy to visit in person and felt that if the Library were permanently closed it would have a significant impact on both family life and the town to a significantly greater degree than nationally. Other notable findings were that 93% of residents agree that public libraries provide many services people would have a hard time finding, 97% agree, "Public libraries are important because they promote literacy and a love of learning", and 98% agree, "Having a public Library improves the quality of life in a community." Nearly all respondents, both locally and nationally agreed their public Library is "a welcoming, friendly place." Regarding the physical building itself, 84% find it "A nice, pleasant place to be", almost the same as nationally.

Other notable areas where local survey results exceeded PEW data include:

- Nearly 85% of residents said they visited the Thayer Memorial Library once a year while nationally only 48% of respondents stated that they visited a public Library.
- Nearly 51% of residents said they used the Thayer Memorial Library's website at least once in the last year while nationally only 30% of respondents stated that they visited a public library website
- Nearly 95% of residents said they believe it's easy to use the Thayer Memorial Library's website while nationally only 82% of respondents said visiting their public library's website was easy.

Although Lancaster respondents use a library website to a greater degree than nationwide, the Task Force would like to improve the frequency of use – more than 64% of residents said they only visit the Library's website once a month or less often. Improving web traffic would also assure that Lancaster residents are better informed about the programs and services that Thayer Memorial Library offers. More than half of respondents did not feel that they are well informed about all or most of the different services and programs Thayer Memorial Library offers.

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[8] See Appendix

Because Lancaster's survey results were so closely aligned with national attitudes towards public libraries, the Task Force feels relatively confident relying on trends reported in the PEW study. PEW Research Center findings that will guide Thayer Memorial Library for future planning include that printed media remains central to American library use and overall reading habits (only 28% of adults 18 and over read e-books.[9]) PEW also found that eBooks, while growing in popularity, are read exclusively by only 4% of those surveyed. Most library users will continue to blend their use of print and electronic media, and visit their libraries in person as well as virtually for the near future.

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[9] http://www.pewinternet.org/2014/03/13/Library-engagement-typology/

SERVICE RESPONSES

Throughout the planning process, the Task Force kept these questions in mind:

1. Is Thayer Memorial Library a good value for Lancaster?

2. Can the level of service provided by Thayer Memorial Library be sustained with current or anticipated funding levels, as Lancaster's needs change?

3. How have Library users and their needs changed, and how are they evolving?

With the intention of bringing the Library into the future as a key Lancaster institution utilizing best practices and technology, the Task Force took as an initial task review of the Library's mission statement and articulation of core values. In this exercise, our aim was to present streamlined, clearly understood expressions of what the Library stands for in relating to all who enter its doors (physical and virtual.) The Board approved the revised mission statement and a new declaration of core values at the July 2015 meeting. Discussion of Library values became a guidepost for the Task Force along with data gathered from the community and staff in helping us to define Service Responses and their related Goals and Objectives.

What is a Service Response?

The Public Library Association (PLA) developed the idea of "service responses" to help library planners identify the many possibilities that exist for matching library services to the unique needs of the community. While the Task Force found the current service responses formulated by PLA instructive, the group nonetheless sought to develop responses that were tailored to fit the specific needs of Lancaster.

The Task Force began by reviewing the 18 Service Responses proposed by PLA, and then considered Thayer Memorial Library's status along with the needs that became apparent during the planning process. As noted in the discussion of Library statistics, the Task Force definitively determined in answer to question 1 that the Library is a good value for Lancaster. Our answer to question 2 is that current service levels are not sustainable.

In response to question 3, we developed five primary service responses using the data gathered which best fit the overall needs of Lancaster now and in the future. While the Thayer Memorial Library will continue to address each citizen's individual requests, these service responses will guide the Thayer Memorial Library as an institution in the coming years in prioritizing how to best use resources in its role as a flexible and dynamic community center.

Thayer Memorial Library Service Responses:

- Be a Dynamic and Adaptive Community Institution
- All about Lancaster
- Visit a Comfortable Space
- Nurture Readers and Thinkers
- Stimulate Imagination

Thayer Memorial Library Service Response Descriptions

Be a Dynamic and Adaptive Community Institution

Thayer Memorial Library will be a central institution in Lancaster, guided by a clearly stated mission and set of core values. The Library will utilize best practices and technologies to maintain current policies, operational practices, building oversight, and institutional development to provide excellent, sustainable services that evolve along with community needs.

All about Lancaster

The Library will be the focal point for community and government information allowing residents to become involved, independent, and educated citizens. Citizens can interact with others as they learn and better understand local resources, issues, opportunities, and community heritage.

Visit a Comfortable Space

The Library will be a safe, welcoming place where residents can easily find what they want. The building will have comfortable spaces for a range of activities from programs and interaction to quiet reading and reflection. The Library's website will be intuitive, focus on popular services, and provide opportunities to interact online.

Nurture Readers and Thinkers

Children and young adults will have the resources they need to become engaged and productive readers, writers, and interpreters of information. Preschoolers and students will have opportunities and guidance using media in all formats, age-appropriate programming, and access to resources for further exploration and research.

Stimulate Imagination

Everyone will find the resources and materials to explore topics of personal interest, to enrich their leisure time, and to continue learning throughout their lives. Through personal interaction, reader's advisory services, online resources, and non-traditional items, the Library will serve to pique curiosity and enhance residents' abilities to enjoy and master new ideas.

GOALS AND OBJECTIVES

The goals identified for each Service Response follow. The associated objectives and activities are listed with each goal. In addition, the approximate timeframe for carrying out activities is given. An annual Action Plan will be submitted which refines the timeline throughout the length of the plan.

Be a Dynamic and Adaptive Community Institution

GOAL 1
Establish a place of work and a workplace culture that is collegial, transparent, and accountable.

Objective 1
Administrative documents will be reviewed and approved by the Trustees each year.

Proposed Activities
1. The Board of Trustees, in consultation with the staff under the guidance of the Director, will perform a comprehensive review of library policies and procedures, which will be updated as required. (Years 1-6)
2. A preservation plan for all Library special collections will be implemented, including proper storage and climate conditions. (Year 3)

Criteria of Success
- Trustees are reviewing and updating administrative documents on a scheduled basis.

Objective 2
Library operates efficiently.

Proposed Activities
1. The Trustees will perform a comprehensive assessment of MBLC Trustees Manual (Year 1).
2. The Staff will conduct a full evaluation of current job descriptions, staff assignments, and workflow. (Years 1-2)
3. Organizational tasks and competencies are documented. (Years 1-2)

Criteria of Success
- Trustees and staff are reviewing and updating operational activities on a scheduled basis.

Objective 3
Operational activities of staff members and volunteers will be coordinated to streamline workflow and enhance the ability of staff members to provide one-on-one assistance.

Proposed Activities
1. Provide an annual programs calendar that highlights different themes throughout the year. (Years 1-2)

2. Reorganization of workforce and resource allocations will be accomplished. (Years 2-3)
3. Opportunities for further automating processes are identified. (Years 4-6)

Criteria of Success
- The Director will provide an annual evaluation of operational efficiencies to the Board.
- Fewer targeted programs with greater attendance.
- Staff develops greater capacity by implementing strategic plan.

GOAL 2
Work collaboratively with the Town to maintain the Library's historic structure.

Objective 1
Keep a schedule and have readily available a record of the current building systems and components along with a record of all associated maintenance activities.

Proposed Activities
1. Consolidate all the information and related documents for the building systems and store them in appropriate physical or electronic locations. (Years 2-3)
2. Create and maintain a document that identifies the storage locations of the information. (Years 2-3)

Criteria of Success
- Building maintenance schedules and work performed are recorded

Objective 2
The Board of Trustees will identify required capital projects that ensure the physical integrity and character of the building.

Proposed Activities
1. Have a building audit performed by vendors who are familiar with historic preservation standards and techniques. (Years 3-6)
2. Develop a capital plan that takes into account the results of the building audit. (Years 3-6)

Criteria of Success
- The Board will include capital need evaluation in its annual calendar.

GOAL 3

Ensure supporters, volunteers and partner organizations take part in the Library's mission and transformation under the Trustees funding priorities.

Objective

The Board of Trustees will review and recommend funding priorities.

Proposed Activities

1. Annually, The Board will work with the Library Director to evaluate the Library's short-term financial position to determine funding priorities. (Years 1-6)
2. The Board will meet annually with the Friends of the Thayer Memorial Library and the Thayer Memorial Library Foundation. (Years 2-6)
3. The Director will identify grant opportunities to meet the Library's stated goals. (Years 3-6)

Criteria of Success

- The Board will map funding sources to funding priorities.

All about Lancaster

GOAL 1

Thayer Memorial Library will be Lancaster's information hub for local events and activities, which will enhance Lancaster residents' sense of community.

Objective

Lancastrians use the library to obtain information about the programs, services, and activities provided by community agencies and organizations.

Proposed Activities

1. Find partners in Town government and other civic groups to mutually broadcast bulletins and distribute service literature. (Years 2-6)

Criteria of Success

- Some local organizations collaborating with the Library to disseminate information.
- Number of reference questions answered about the programs, services, and activities provided by community agencies and organizations
- Number of hits on the library's community resources and services Web site
- Number of presentations made by library staff describing community information services
- Number of information packets distributed to new residents

GOAL 2

Information and materials will be available to residents and visitors to increase their awareness and appreciation of the Library's and Lancaster's history.

Objective 1

Lancaster Residents will find fewer boundaries blocking access to materials in the Library's Special Collections.

Proposed Activities

1. Digitization of Special Collections. (Years 3-6)
2. Create pathfinders to help users find resources to learn about the people and events that are important to the legacy of Lancaster. (Years 3-6)
3. Procedures for access to materials in special collections will be openly advertised. (Years 2-3)
4. Open houses and displays will provide opportunities to view historical and distinctive items. (Year 3)

Criteria of Success
- In-house circulation of local history materials
- Number of local history reference questions
- Number of hits on the library's local history Web site

Objective 2
Residents will be provided with greater access to programs with local themes.

Proposed Activities
1. Include one month of Library and Lancaster themed programs and services in the programming calendar. (Years 2-6)
2. Present programs about various aspects of the community (local architecture, neighborhoods, and so on). (Years 3-6)

Criteria of Success
- Number of local history programs presented
- Number of rotating exhibits developed on history and traditions of the community

Objective 3
The Library will provide leadership and assist residents who wish to support or add to Lancaster's legacy collections.

Proposed Activities
1. Find partners and develop an oral local history project. (Years 3-6)
2. Collect all books authored by Lancaster residents. (Years 2-6)

Criteria of Success
- Number of local history titles or artifacts added to the collection
- Number of donations in support of legacy collections

Visit a Comfortable Place

GOAL
TML's public and on-line spaces will be accessible and flexible to meet the evolving needs of the community.

Objective 1
Lancastrians will think of the library as a destination that is safe, comfortable, and easy to navigate.

Proposed Activities
1. Perform an assessment of the interior spaces and layout to determine how space is used and how to improve workflow and use by staff and visitors. (Years 3-6)
2. Implement the recommend changes in public areas identified in the assessment. (Years 2-6)
3. Provide navigation aids, e.g., floor plans, pamphlets, signage, etc. (Years 2-6)

Criteria of Success
- Percent of people surveyed who indicate that:
  - The library is a safe place to visit.
  - The library is a welcoming, attractive, and comfortable place to visit.
  - The library Web site is easy or very easy to use.
- Number of navigation aids distributed to the public
- Percent of people indicate that the Library is easy to navigate

Objective 2
Library users will find it easy to locate what they want.

Proposed Activities
1. Provide regularly scheduled bibliographic instruction. (Years 2-6)
2. Staff will take advantage of teaching moments when helping users to find information. (Years 2-6)
3. Develop and implement an "Ask Me How" campaign. (Year 3)

Criteria of Success
- Number of patrons attending bibliographic instructions
- The number of non-fiction titles circulation increases
- Number of staff/public one-on-one mission-driven interactions increase

Objective 3
Lancaster residents will engage the Library on the Internet and using social media

Proposed Activities
1. Develop a new website that is easy to use, and includes links to interactive web pages for questions, forms, pathfinders, the Community Calendar, etc. (Years 1-2)

Criteria of Success
- Number of hits on the Library's Website
- Number of website brochures distributed to the public
- Use of Library online resources increases
- Use of Public Access Computers increases.
- The number of "engagement forms" received from the public.

Nurture Young Readers and Thinkers

GOAL 1
Create a foundation for educational success through youth, family, and school engagement.

Objective1
Families with preschool-aged children will use the Library as a source for early reading programs, and services.

Proposed Activities
1. Sponsor a Born to Read program. (Year 3)
2. Implement "Every Child Ready to Read at Your Library" programs. (Year 3)

Criteria of Success
- Number of preschoolers attending weekly story hour
- Number of preschool children participating in the Read-to-Me program
- Number of parents and caregivers involved in early literacy programs
- Percent of people surveyed who indicate on a survey that they use the library on behalf of their preschool child or children
- Circulation of materials for preschool children

Objective 2
Thayer Memorial Library will assume a leadership role in helping students develop research skills.

Proposed Activities
1. Programs presenting bibliographic instructional and online database resources at TML will be offered to schools and parents.
   (Years 2-6)
2. Collaborate with local middle and high schools to develop guides on a variety of subject matter that support the school's curriculum.
   (Years 1-6)
3. Develop a local history mentorship program pairing high school students with local history enthusiasts to support the school curriculum. (Years 3-6)

Criteria of Success
- Number of people who indicate on a survey that they use the library to help them with their homework
- Circulation of juvenile nonfiction
- Number of articles accessed through the Library's databases
- Number of presentations made in schools to describe and promote the library's services

- Number of patrons attending teen bibliographic instructions
- Number of TML/School one-on-one interactions increase

GOAL 2

Children from pre-school to grade 12 will have age and grade appropriate services that encourage reading and support the discovery of new ideas.

Objective 1

Children of all ages will participate in the Library's Summer Reading Activities.

Proposed Activities

1. Coordinate local Summer Reading Event with resources available at the Massachusetts Library System. (Years 1-6)
2. The Library will collaborate with the schools to acquire all summer reading lists. (Years 1-6)

Criteria of Success

- Number children participating in summer reading initiatives.

Objective 2

High school students will be provided with media and programming that enhances their interests and supports their goals.

Proposed Activities

1. Collaborate with the high school to develop a local collection of materials that advances students' preparation for AP, LSAT, SAT, ACT, and other achievement tests. (Years 2-6)
2. Provide programs tailored to high school students' interests, such as driver's education, college admission, volunteering opportunities, and career development. (Years 2-6)
3. Distribute Pew Public Library Perception Questionnaire to Nashoba and Minuteman high schools. (Year 1)

Criteria of Success

- Number of high school students attending programs
- Number of high school students volunteering at the Library

Stimulate Imagination

GOAL

Thayer Memorial Library will provide collections and programs that enhance knowledge and promote curiosity.

Objective 1

Lancaster residents will be knowledgeable about all Thayer Memorial Library services.

Proposed Activities

1. Organize a "Get your Library Card" campaign. (Year 2)
2. Develop a campaign that promotes the wide range of library services. (Years 1-2)

Criteria of Success

- Number of active library memberships
- Number of articles in the newspapers
- Number of brochures and other marketing material available at local outlets
- The number of informational parcels delivered through the mail.
- Number of website hits

Objective 2

Library patrons will become broader users of the Library's media collections.

Proposed Activities

1. Develop an opt-in brokerage service for patrons to open up their awareness of other areas of the collection. (Years 2-6)
2. Create resource lists on a variety of topics and subject matter. (Year 2)
3. Develop a presentation to the public to help them find, evaluate, and use information. (Year 2)
4. Make user-contributed book reviews readily available. (Year 3)
5. Coordinate a "One Book, One Lancaster" community read program. (Year 3)
6. Provide classes on how to use proprietary databases and web resources available through the Library. (Years 2-6)

Criteria of Success

- Number of participants in Library brokerage service
- Number of Wowbrary subscribers
- Number of user-contributed book reviews
- Number of patrons attending programs focused on online Library services
- Number of patrons using online Library resources
- Number of staff/public one on one mission-driven interactions increase

APPENDIX A: MASSACHUSETTS PUBLIC LIBRARY DATA

	FY2014 Municipal Appropriation Per Capita			
	TAMI	TAMI	TAMI	TAMI
Lancaster	**$ 39.14**	**$ 39.14**	**$ 39.14**	**$ 39.14**
Minimum	0.97	5.56	21.11	22.89
1st	23.01	27.17	32.96	30.36
2nd Median	32.85	37.82	39.61	35.96
3rd	49.75	50.48	43.35	52.34
4th Maximum	411.97	139.34	66.21	81.94
Average	41.38	42.08	38.83	44.51
Rank	139	31	6	4
Count	365	68	10	8
Rank/Count	38.1%	45.6%	60.0%	50.0%

	FY2014 Salaries Per Capita			
	MA	**Pop**	**EQV**	**Nearby**
Lancaster	**28.49**	**28.49**	**28.49**	**28.49**
Minimum	0.62	4.52	15.58	16.81
1st	16.66	19.01	21.30	21.96
2nd Median	23.47	24.65	26.43	25.89
3rd	35.75	36.50	28.38	36.62
4th Maximum	308.47	97.74	40.25	59.32
Average	29.78	29.72	25.92	31.55
Rank	133	26	3	4
Count	361	68	10	8
Rank/Count	36.8%	38.2%	30.0%	50.0%

	FY2014 Full Time Equivalents Per 1000 Population			
	MA	Pop	EQV	Nearby
Lancaster	**0.750**	**0.750**	**0.750**	**0.750**
Minimum	0.04	0.18	0.38	0.48
1st	0.49	0.54	0.56	0.57
2nd Median	0.67	0.71	0.73	0.67
3rd	0.88	0.88	0.81	0.94
4th Maximum	3.43	2.25	1.24	1.40
Average	0.77	0.79	0.72	0.80
Rank	148	31	5	4
Count	360	68	10	8
Rank/Count	41.1%	45.6%	50.0%	50.0%

FY2014 Total Youth Positions and Total Youth Staff Hours

Lancaster	MA		Pop		EQV		Nearby	
	Pos	Hrs	Pos	Hrs	Pos	Hrs	Pos	Hrs
Lancaster	**1.0**	**27.5**	**1.0**	**27.5**	**1.0**	**27.5**	**1.0**	**27.5**
Minimum	1.0	3.0	1.0	19.0	1.0	27.5	1.0	27.5
1st	1.0	33.0	1.0	30.0	1.0	32.3	1.0	34.0
2nd Median	1.0	37.5	1.0	35.0	1.0	35.0	2.0	55.0
3rd	2.0	63.0	2.0	40.0	1.5	48.3	2.0	60.0
4th Maximum	10.0	375.0	4.0	80.0	3.0	63.0	4.0	68.0
Average	1.7	50.0	1.4	38.8	1.4	40.9	1.9	48.4
Rank	105	213	17	46	3	7	5	7
Count	255	257	56	57	7	7	7	7
Rank/Count	41.2%	82.9%	30.4%	80.7%	42.9%	100.0%	71.4%	100.0%

	FY2014 Total Media Expenditures Per Capita			
	MA	**Pop**	**EQV**	**Nearby**
Lancaster	**7.41**	**7.41**	**7.41**	**7.41**
Minimum	1.03	1.22	4.35	3.96
1st	3.99	5.04	6.14	5.48
2nd Median	5.96	7.29	7.35	6.06
3rd	8.37	9.65	7.99	8.91
4th Maximum	82.52	21.56	11.82	14.64
Average	7.51	7.90	7.26	7.74
Rank	123	31	5	3
Count	363	68	10	8

	FY2014 Building Square Footage			
	All	**Pop**	**EQV**	**Nearby**
Lancaster	**19,147**	**19,147**	**19,147**	**19,147**
Minimum	30	1,710	4,146	9,000
1st	4,233	5,235	7,725	11,455
2nd Median	12,366	10,994	10,800	14,500
3rd	22,000	15,922	16,978	19,360
4th Maximum	970,000	22,000	19,147	44,513
Average	19,210	10,579	11,990	18,058
Rank	114	4	1	3
Count	367	68	10	8
Rank/Count	31%	6%	10%	38%

	FY2014 Total Public Service Hours			
	MA	Pop	EQV	Nearby
Lancaster	**2,409**	**2,409**	**2,409**	**2,409**
Minimum	94	1,259	1,259	1,696
1st	1,477	1,723	1,748	2,083
2nd Median	2,152	1,997	1,971	2,167
3rd	2,766	2,264	2,158	2,331
4th Maximum	61,141	4,176	2,409	3,266
Average	2,530	2,003	1,917	2,265
Rank	147	10	1	2
Count	365	68	10	8
Rank/Count	40.3%	14.7%	10.0%	25.0%

FY2014 Holdings & Circulation Per Capita

Lancaster	MA		Pop		EQV		Nearby	
	Volumes	Circulations	Volumes	Circulations	Volumes	Circulations	Volumes	Circulations
	12	18	12	18	12	18	12	18
Minimum	1.28	0.71	3.28	2.12	4.74	3.58	4.34	1.71
1st	4.91	6.02	7.15	7.72	7.17	7.88	4.91	9.04
2nd Median	7.39	9.29	9.80	10.75	10.82	10.24	9.35	11.63
3rd	12.50	14.63	11.86	14.97	11.72	12.89	13.01	17.61
4th Maximum	137.83	99.71	38.01	33.35	14.01	20.23	21.89	19.48
Average	11.43	11.89	10.72	11.96	9.76	10.91	10.36	12.16
Rank	101	73	17	12	3	2	3	3
Count	366	365	68	68	10	10	8	8
Rank/Count	27.6%	20.0%	25.0%	17.6%	30.0%	20.0%	37.5%	37.5%

FY2014 Total Programs and Program Attendance

	MA		Pop		EQV		Nearby	
	Programs	Attend.	Programs	Attend.	Programs	Attend.	Programs	Attend.
Lancaster	**492**	**4,927**	**492**	**4,927**	**492**	**4,927**	**492**	**4,927**
Minimum	1	4	15	89	31	521	70	1,962
1st	124	1,735	146	1,904	146	1,985	284	3,326
2nd Median	265	4,685	232	3,516	216	2,366	338	4,794
3rd	444	8,428	334	6,166	267	4,201	451	7,332
4th Maximum	10,239	186,289	741	18,483	492	7,538	492	16,808
Average	356	7,065	254	4,560	223	3,138	335	6,414
Rank	70	173	5	22	1	2	1	4
Count	359	359	67	67	10	10	8	8
Rank/Count	19.5%	48.2%	7.5%	32.8%	10.0%	20.0%	12.5%	50.0%

	FY2014 Total Meeting Room Usage			
	MA	Pop	EQV	Nearby
Lancaster	**704**	**704**	**704**	**704**
Minimum	2	12	85	18
1st	157	144	208	184
2nd Median	403	304	288	354
3rd	683	480	340	688
4th Maximum	7,385	2,230	704	3,900
Average	594	398	303	796
Rank	73	8	1	2
Count	300	59	10	8
Rank/Count	24.3%	13.6%	10.0%	25.0%

APPENDIX B: TOWN MEETING SURVEY, TOWN MEETING SURVEY RESPONSES, AND PEW DATA

How does Thayer Memorial Library in Lancaster compare with other public libraries in communities across the country? As part of our Library planning process, your responses to this survey will be compared with the results of a Pew Research Center Study issued in 2014. Thank you

Choose one answer

1. Have you, personally, ever visited Thayer Memorial Library (TML) or another public library in person?
   If yes, have you done this in the past 12 months?
   - O Yes, have done this in the past 12 months
   - O Yes, have done this but not in the past 12 months
   - O No, I have never done this

2. Have you, personally, ever used TML's website? If yes, was it in the past 12 months?
   - O Yes, have done this in past 12 months
   - O Yes, have done this but not in the past 12 months
   - O No, I have never done this (Reason: _____)

3. If you, personally, wanted to visit a public library in person, would that be…

   O Very easy   O Easy   O Difficult   O Very difficult

4. If you, personally, wanted to use the website of a local public library, would that be...
   O Very easy   O Easy   O Difficult   O Very difficult

5. If TML closed, would that have a major impact, minor impact or no impact on you and your family?
   - O Major impact   O Minor impact   O No impact

6. If TML closed, would that have a major impact, minor impact, or no impact on the Town as a whole?
   - O Major impact   O Minor impact   O No impact

7. Agree or Disagree: Because it provides free access to materials and resources, the public library plays an important role in giving everyone a chance to succeed.
   - O Strongly agree O Somewhat agree O Somewhat disagree O Strongly disagree

8. Agree or Disagree: Public libraries provide many services people would have a hard time finding elsewhere.
   - O Strongly agree O Somewhat agree O Somewhat disagree O Strongly disagree

9. Agree or Disagree: Public libraries are important because they promote literacy and a love of learning.
   - O Strongly agree O Somewhat agree O Somewhat disagree O Strongly disagree

10. Agree or Disagree: Having a public library improves the quality of life in a community.
    - O Strongly agree O Somewhat agree O Somewhat disagree O Strongly disagree

11. Do you have a library card for a public library?
    - O Yes   O No

12. Does anyone else in your household ever visit Thayer Memorial Library or another public library or use a public library website?
    - O Yes, someone in the household visits or uses the library
    - O No one in the household visits or uses the library

13. How often do you visit public libraries in person?
    - O At least once a week
    - O Several times a month
    - O At least once a month
    - O Less often

14. How often do you use a public library website?
    - O At least once a week
    - O Several times a month
    - O At least once a month
    - O Less often

15. Overall, how well-informed do you feel you are about the different services and programs TML offers?
    Do you feel like you know…

    - O All or most of the services and programs TML offers
    - O Some of what it offers
    - O Not much of what it offers
    - O Nothing at all

16. If you had to describe the physical condition of TML would you say it is…
   - O A nice pleasant space to be
   - O An okay space but could use some improvements
   - O Not a pleasant space and needs lots of improvement
   - O I have never been inside the library

17. Based on your own experiences, would you say…
   - O TML is a welcoming, friendly place
   - O TML is sometimes welcoming and friendly, sometimes not
   - O TML is not a welcoming and friendly place

18. In your experience, is it usually very easy or very difficult to find what you're looking for when you visit TML?

   O Very easy   O Easy   O Difficult   O Very difficult

Is there anything else you'd like to tell us about Thayer Memorial Library?

May we contact you?   Name_____Phone_____

                                                          Email_____

1	**Have you, personally, ever visited TML or another public library in person?**						**PEW**
	Yes, have done this in the past 12 months				77	84.62%	48%
	Yes, have done this but not in the past 12 months				10	10.99%	33%
	No, I have never done this				4	4.40%	19%
					91		
2	**Have you, personally, ever used TML's website?**						**PEW**
	Yes, have done this in the past 12 months				53	51.96%	30%
	Yes, have done this but not in the past 12 months				7	6.86%	14%
	No, I have never done this				42	41.18%	56%
					102		
3	**If you, personally, wanted to visit a public library in person, would that be…**						
	Very easy	Easy	Difficult	Very Difficult	Total Responses		
	88	12	1	1	102		
	86.27%	11.76%	0.98%	0.98%			
PEW	62%	31%	5%	2%			
					102		
4	**If you, personally, wanted to use the website of a local public library, would that be….**						
	Very easy	Easy	Difficult	Very Difficult	Total Responses		
	73	17	4	1	95		
	76.84%	17.89%	4.21%	1.05%			
PEW	47%	35%	9%	5%			
5	**If TML closed, would that have a major impact, minor impact or no impact on you and your family?**						
	Major impact	Minor impact	No impact		Total Responses		
	59	29	12		100		
	59.00%	29.00%	12.00%				
PEW	29%	38%	32%				
6	**If TML closed, would that have a major impact, minor impact or no impact on the Town as a whole?**						
	Major impact	Minor impact	No impact		Total Responses		
	89	13	0		102		
	87.25%	12.75%	0.00%				
PEW	63%	27%	7%				
7	**Agree or Disagree: Because it provides free access to materials and resources, the public library plays an important role in giving everyone a chance to succeed.**						
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total Responses		
	83	14	3	0	100		
	83.00%	14.00%	3.00%	0.00%			
PEW	72%	24%	2%	2%			
8	**Agree or Disagree: Public libraries provide many services people would have a hard time finding.**						
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total Responses		
	68	25	7	0	100		
	68.00%	25.00%	7.00%	0.00%			
PEW	48%	33%	11%	5%			

9	Agree or Disagree: Public libraries are important because they promote literacy and a love of learning.						
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree		Total Responses	
	90	7	3	0		100	
	90.00%	7.00%	3.00%	0.00%			
PEW	77%	19%	2%	2%			

10	Agree or Disagree: Having a public library improves the quality of life in a community.						
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree		Total Responses	
	86	12	1	0		99	
	86.87%	12.12%	1.01%	0.00%			
PEW	69%	24%	3%	2%			

11	Do you have a library card for a public library?				
	Yes	No		Total Responses	
	80	21		101	
	79.21%	20.79%			
PEW	61%	39%			

12	Does anyone else in your household ever visit Thayer Memorial Library or another public library or use a public library website?		PEW
	Yes, someone in the household visits or uses the library	71	82.56%	54%
	No one in the household visits or uses the library	15	17.44%	44%
		86		

13	How often do you visit public libraries in person?		PEW	
	At least once a week	15	16.85%	14%
	Several times a month	17	19.10%	17%
	At least once a month	20	22.47%	26%
	Less often	37	41.57%	43%
		89		

14	How often do you use a public library website?		PEW	
	At least once a week	14	14.43%	10%
	Several times a month	9	9.28%	15%
	At least once a month	11	11.34%	23%
	Less often	63	64.95%	52%
		97		

15	Overall, how well-informed do you feel you are about the different services and programs TML offers?			PEW
	All or most of the services and programs TML offers	37	37.37%	23%
	Some of what it offers	44	44.44%	47%
	Not much of what it offers	15	15.15%	21%
	Nothing at all	3	3.03%	7%
		99		

16	If you had to describe the physical condition of TML would you say it is…			PEW
	A nice pleasant space to be	84	83.17%	67%
	An okay space but could use some improvements	14	13.86%	22%
	Not a pleasant space and needs lots of improvement	0	0.00%	1%
	I have never been inside the library	3	2.97%	9%
		101		

17	Based on your own experiences, would you say....						PEW
	TML is a welcoming, friendly place				93	93.94%	94%
	TML is sometimes welcoming and friendly, sometimes not				6	6.06%	4%
	TML is not a welcoming and friendly place				0	0.00%	1%
					99		
18	In your experience, is it usually very easy or very difficult to find what you're looking for when you visit TML?						
	Very Easy	Easy	Difficult	Very difficult		Total Responses	
	53	40	4	0		97	
	55%	41%	4%	0%			
PEW	35%	56%	5%	1%			

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APPENDIX C:

SERVICE RESPONSE/SOAR RESULTS MATRIX

TML Service Response/SOAR Results Matrix	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
SOAR Matches	24	5	6	18	14	2	8	10	34	3	5	14	20	21	16	18	28	1	53
Open lots of hours									ME										ER, SP, JM
Programming	SP, KS	ER, SP	ER, SP	SP	SP, JM	SP, JM	SP	SP	ME, SP	SP	ER, SP	ER	ER, SP, KS	ER, SP, KS	SP	SP		SP	
Content	KS		ER		ER			KS				ER, KS	ER, ME, KS	ER, KS, JM	ER	JM	JM		SP
CWMars Network				ME, SP, KS															ER, JM
Knowledgeable and competent staff								KS	ME										ER, SP, JM
Lots of volunteers									KS, JM								ER		ER, ME, SP
Friends of the Library Group									ME, KS										ER, SP, JM
Children's Room – has a lot of materials	KS				ER, ME, KS, JM		ER	KS		KS		KS	ER, KS	ER, KS, JM	ER, KS, JM	KS	KS, JM		SP
Generosity of donations, programming, "drives"																			ER, ME, SP, JM
Computers and printers for patrons	KS	JM		ER, SP, KS				ME, SP						JM, SP	KS, JM	KS, JM			SP
Historical aspects of the building	ME, JM								KS, JM					SP			ER, KS, SP		
Facebook page and website	KS, SP			ME, KS, SP													ER		ER, JM
Small budget = do a lot for maximum benefit																			ER, ME, SP
Job search area		SP, JM		KS, JM, SP							ER, ME, KS, SP								
Monthly gatherings to discuss topics (current, philosophy) – opportunity to get together and be social	KS	JM, SP	KS						KS			ER, KS	KS	SP, JM, KS		JM	ER, ME, JM, KS, SP		
Book sale – container available closer to entrance																			ER, ME
More tables & places to sit and study/quiet areas									ME								ER, JM, SP, KS		
Streamline eBook check out process				ER, ME, JM, KS															ER
More information about things available (like eBooks)	JM, SP			ER									SP			ME, KS			ER

TML Service Response/SOAR Results Matrix	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
SOAR Matches	24	5	6	18	14	2	8	10	34	3	5	14	20	21	16	18	28	1	53
Digital subscriptions (magazines, newspapers) – universal; in or out of the library	JM, SP, KS		ER, JM, KS	JM, SP				ME, JM, KS				SP, KS	ER, JM, KS	ER, SP, KS	KS	JM, KS			
YA expansion	KS			JM, KS	JM, SP		ER, JM	JM, KS	ER, ME	JM, SP	JM, SP	JM, KS	ER, JM, KS	ER, JM, KS	ER, KS	JM, SP, KS	KS		ER
Outreach to elder community – "out of the library"	JM, SP								ER, ME, JM, KS										
Friends of Library & Friends of COA – get together on the Book Sale									ER, ME, JM, SP, KS										ER
More collaboration and coordination with cable access TV – programming, volunteer	JM, SP						ER, SP		ER, ME, JM, KS				SP	SP					
YA librarian				JM	JM, SP		JM, SP	JM	ME		JM	JM	JM, KS	JM, KS	JM, SP, KS	JM, KS			ER
Bookmobile – community-wide, not just homebound	SP								ME, JM					SP					ER
Collaborate with Atlantic Union College library – what is the potential there?	JM	SP, JM							ER, ME, JM, SP				KS	KS	KS				ER
Café for coffee/drinks																	ER, ME, JM, SP, KS		
Outdoor space – sit and hang out; tent for summer																	ER, ME, JM, SP, KS		
Open windows – fresh air into the building																	ER, ME, JM, SP, KS		
Facility manager – building maintenance by town																	ME		ER, SP, JM
Volunteer coordinator – help to post places to volunteer and best use of people's strengths; outreach to recruit									ME										ER, JM, SP
Extension library somewhere else in community – bring resources and materials (near main library)	JM			JM	JM				JM										ER, ME, SP
Open more hours – Tues & Sun									ME								ER		ER, SP, JM
Foreign language collection- opportunities for resources and literature collection			JM, SP, KS		KS				ME				ER, JM, SP	JM, SP	JM, KS				

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TML Service Response/SOAR Results Matrix	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
SOAR Matches	24	5	6	18	14	2	8	10	34	3	5	14	20	21	16	18	28	1	53
Upgrade of furniture and carpeting																	ER, JM, SP, KS		ME
Updated technology and equipment		JM		ER, JM, KS	JM		JM						JM	JM	JM	JM	KS		ME, SP
Bigger library																	ER, JM, SP, KS		ER, ME
Better utilized space																	ER, JM		ME, SP
More computers in the space				ER, ME KS	JM		JM	JM			JM	JM	JM	JM	JM	JM	JM, KS		SP
Utilize additional space in the community									ER, SP, JM										ER, ME
Outdoor space will be used				JM													ER, SP, JM		ME
Will have café				JM													ER, SP		ME
Person, other than Joe will be the facility manager																			ER, ME, SP, JM
More staff																			ER, ME, SP, JM
More Friends	JM								ME, JM,										ER, SP
More organized volunteers	JM								ME, JM,										ER, SP
More teens checking out materials					SP, JM				ME, JM,			JM, SP, KS	JM, SP, KS	KS	SP, JM, KS	JM, KS	JM		ER
People will know the book system (Dewey, or other)	JM							ER				JM, SP	JM, SP	JM		ER, ME, JM, SP, KS			
Thayer will be the model library in MA																			ER, ME, JM, SP
Stronger collaboration and relationship with schools					JM, SP				ER	ME		JM			SP, JM	JM			ER
Library will be 1st thing people think about when they need something	JM			JM					ER, ME, JM			JM	JM	JM		JM	ER		ER, SP
Automated check-in and check-out – ease of use for patrons				ME													JM		ER, SP
Renovated interior																	ER, JM, SP		ME
% of YA programs will go up to double digits	SP				JM, SP		JM		ME				JM, SP	JM, SP	JM, SP				ER
senior outreach program									ME, JM				JM	JM					ER
bookmobile					SP, JM				ME								JM		ER
dedicated staff for specific help on computers				ER, JM, KS												JM	ME	JM	SP
open Tues morning and Sundays									ME								ER		ER, JM, SP

SOAR Matches	24	5	6	18	14	2	8	10	34	3	5	14	20	21	16	18	28	1	53
TML Service Response/SOAR Results Matrix	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
workspace for staff will be efficient – work smarter, not harder																	ER		SP, ER, ME, JM
increase in town funding									ME										ER, SP, JM
website improved – catalog will be easier	JM			ER, ME, JM, SP				SP, JM	JM				SP, JM			ER, SP, KS			
targeted emails	JM			JM					JM			JM							ER, SP
better book drop – less breakage of materials																			ER, ME, JM, SP
"Campus Community" – collaboration and cohesiveness among town resources	JM			JM					ER, ME, JM								JM		ER, SP
increased circulation and usage				JM	JM				ME			JM	JM	JM	JM				ER, SP
"Better" advertising than Amazon – "we are free" – "why buy when you can borrow for free" "more than books" "Buy then donate"	JM			ME															ER, SP

Key
Emily = ER
Joe = JM
Karen = KS
Maribeth = ME
Steve = SP
Susan = SC

SOAR Count - Strengths

All, none, or operational issues, etc.	11
Be an Informed Citizen	6
Know Your Community	6
Get Facts Fast	5
Stimulate Imagination	5
Visit a Comfortable Place	5
Succeed in School	4
Connect to the Online World	4
Understand How to Find, Evaluate & Use Information	4
Make Informed Decisions	3
Satisfy Curiosity	3
Discover Your Roots	2
Learn to Read and Write	2
Build Successful Enterprises	2
Celebrate Diversity	2
Express Creativity	2
Create Young Readers	2
Welcome to the United States	1
Make Career Choices	1

SOAR Response Count - Strengths
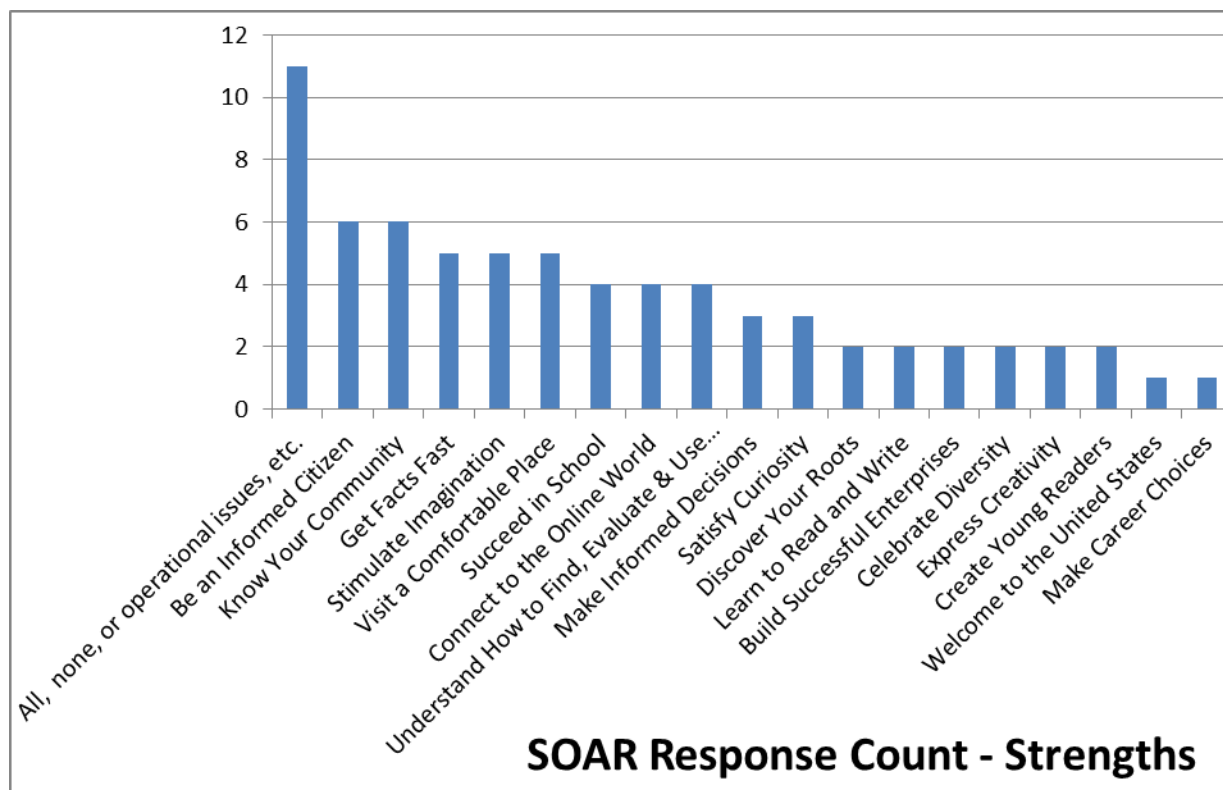
SOAR Count - Opportunities

Be an Informed Citizen	6
Know Your Community	6
Connect to the Online World	6
All, none, or operational issues, etc.	5
Satisfy Curiosity	5
Stimulate Imagination	4
Understand How to Find, Evaluate & Use Information	4
Visit a Comfortable Place	3
Make Informed Decisions	3
Get Facts Fast	2
Succeed in School	2
Build Successful Enterprises	2
Express Creativity	2
Create Young Readers	2
Make Career Choices	2
Learn to Read and Write	1
Celebrate Diversity	1
Discover Your Roots	0
Welcome to the United States	0

SOAR Response Count - Opportunities
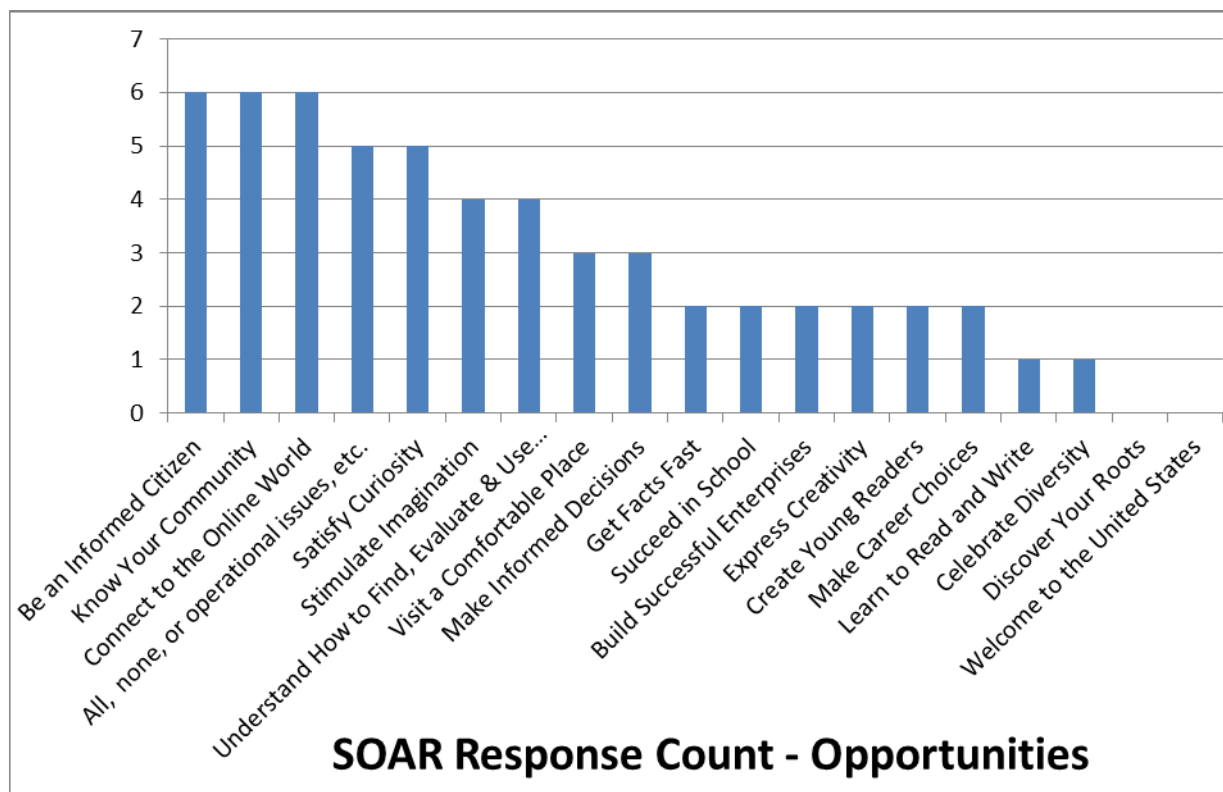
SOAR Count - Aspirations

All, none, or operational issues, etc.	9
Know Your Community	7
Visit a Comfortable Place	7
Stimulate Imagination	5
Satisfy Curiosity	4
Succeed in School	4
Create Young Readers	4
Be an Informed Citizen	3
Connect to the Online World	3
Understand How to Find, Evaluate & Use Information	2
Express Creativity	2
Celebrate Diversity	2
Make Informed Decisions	1
Get Facts Fast	1
Build Successful Enterprises	1
Make Career Choices	1
Learn to Read and Write	0
Discover Your Roots	0
Welcome to the United States	0

SOAR Response Count - Aspirations
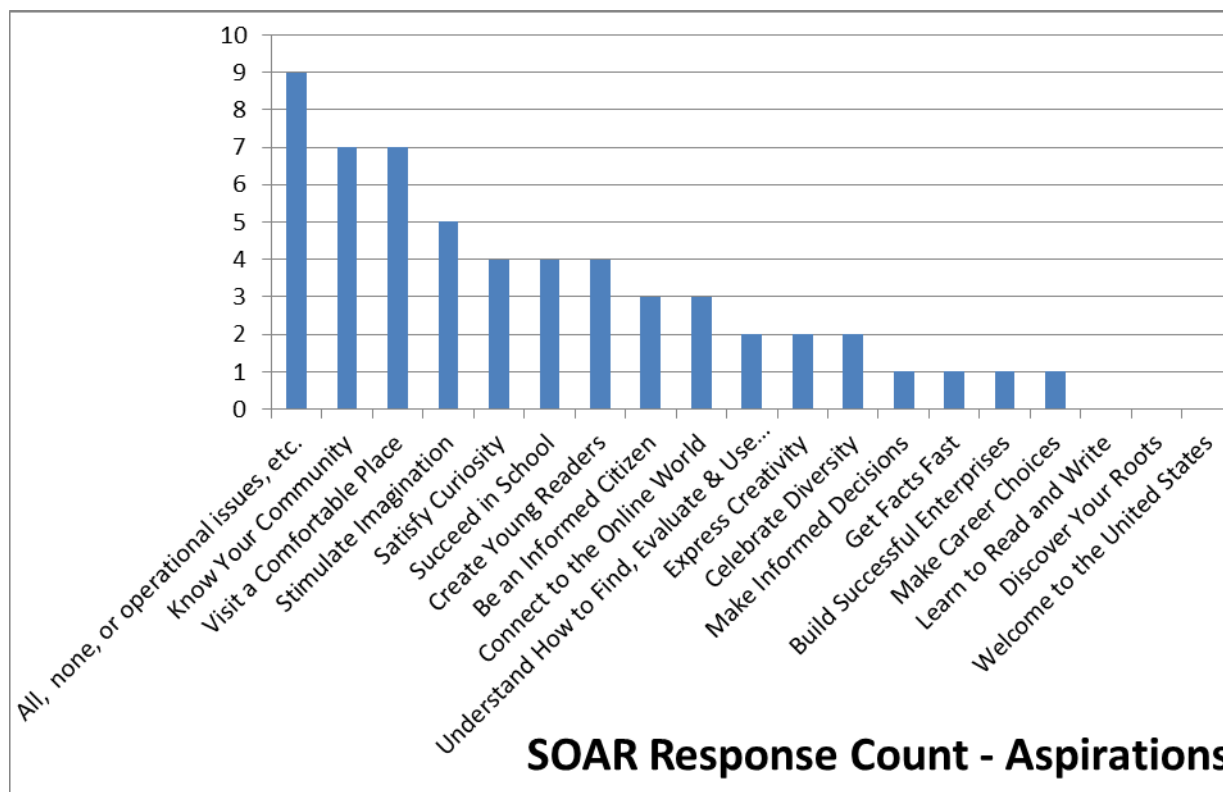
## SOAR Count - Results

All, none, or operational issues, etc.	20
Visit a Comfortable Place	10
Know Your Community	9
Understand How to Find, Evaluate & Use Information	7
Stimulate Imagination	6
Satisfy Curiosity	6
Connect to the Online World	6
Succeed in School	5
Create Young Readers	5
Be an Informed Citizen	5
Make Informed Decisions	5
Express Creativity	2
Get Facts Fast	2
Make Career Choices	1
Learn to Read and Write	1
Celebrate Diversity	0
Build Successful Enterprises	0
Discover Your Roots	0
Welcome to the United States	0

SOAR Response Count - Results
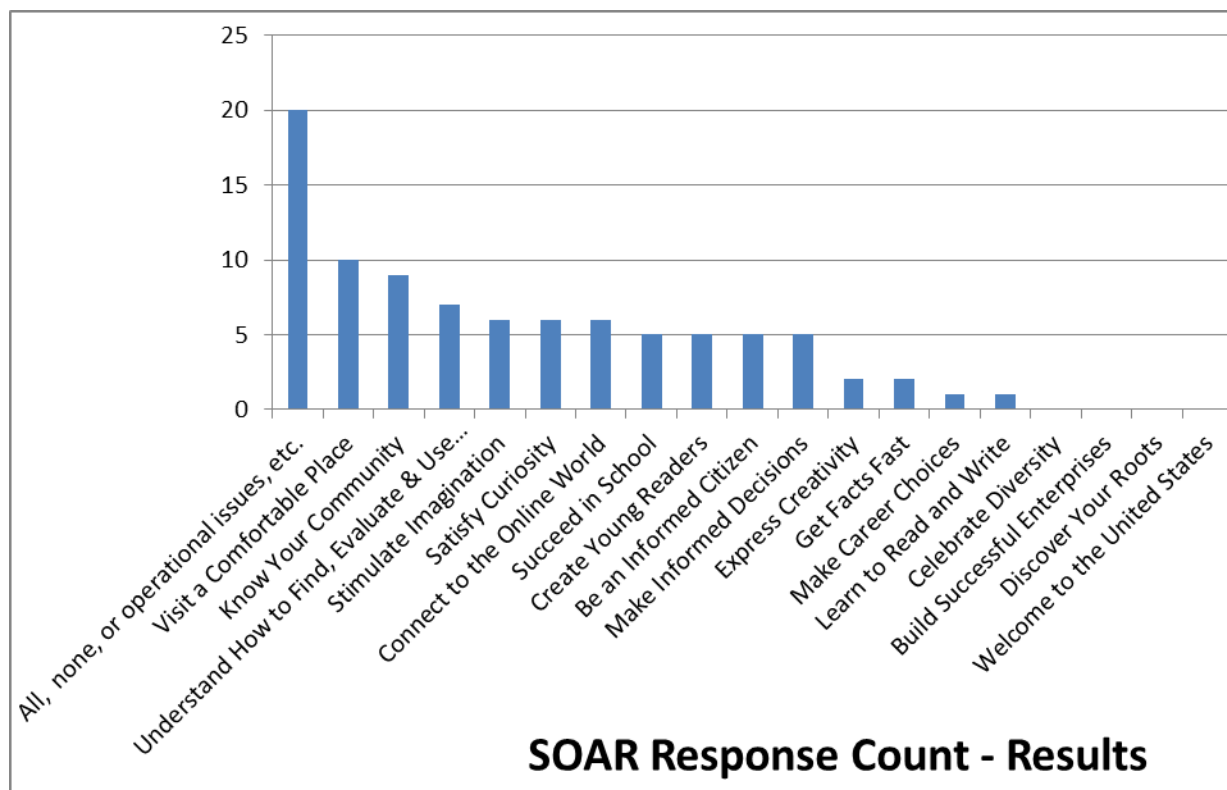
SOAR Counts by Service Response

	STR	OPP	ASP	RES
All, none, or operational issues, etc.	11	6	9	20
Be an Informed Citizen	6	6	3	5
Know Your Community	6	6	7	9
Get Facts Fast	5	2	1	2
Stimulate Imagination	5	4	5	6
Visit a Comfortable Place	5	3	7	10
Succeed in School	4	2	4	5
Connect to the Online World	4	6	3	6
Understand How to Find, Evaluate & Use Information	4	4	2	7
Make Informed Decisions	3	3	2	5
Satisfy Curiosity	3	5	4	6
Discover Your Roots	2	0	0	0
Learn to Read and Write	2	1	0	1
Build Successful Enterprises	2	2	1	0
Celebrate Diversity	2	1	2	0
Express Creativity	2	2	2	2
Create Young Readers	2	2	5	5
Welcome to the United States	1	0	0	0
Make Career Choices	1	2	1	1
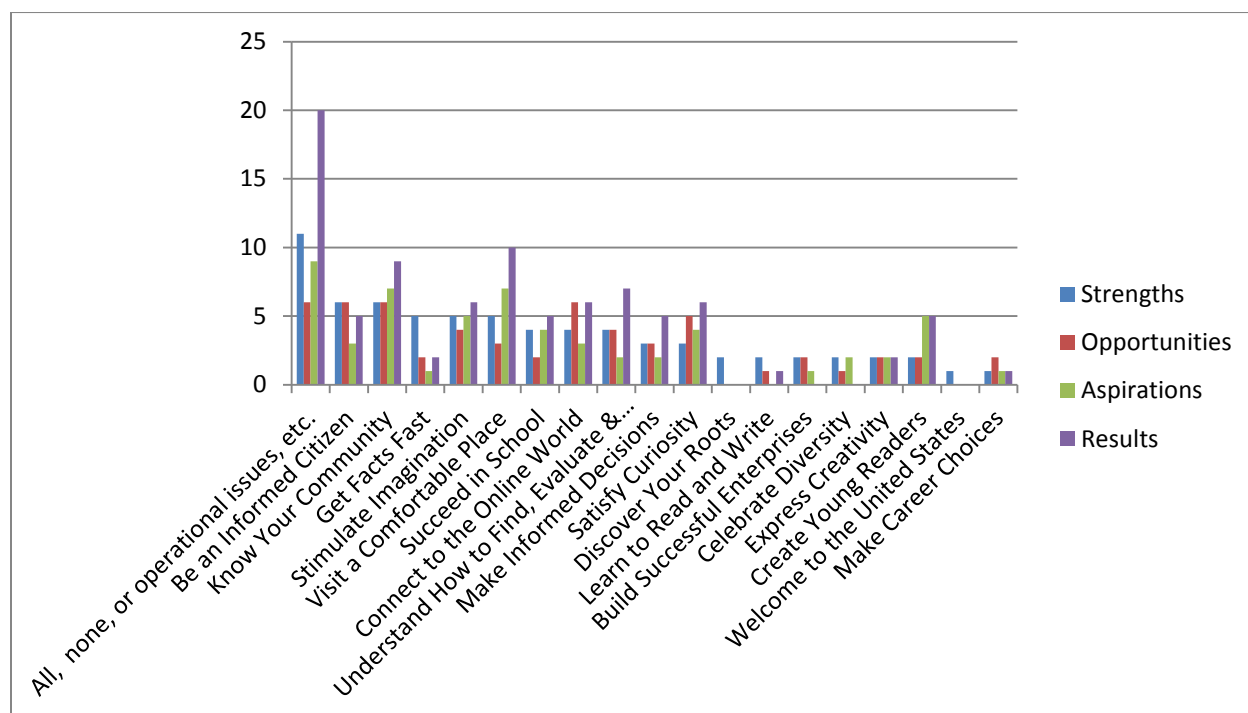
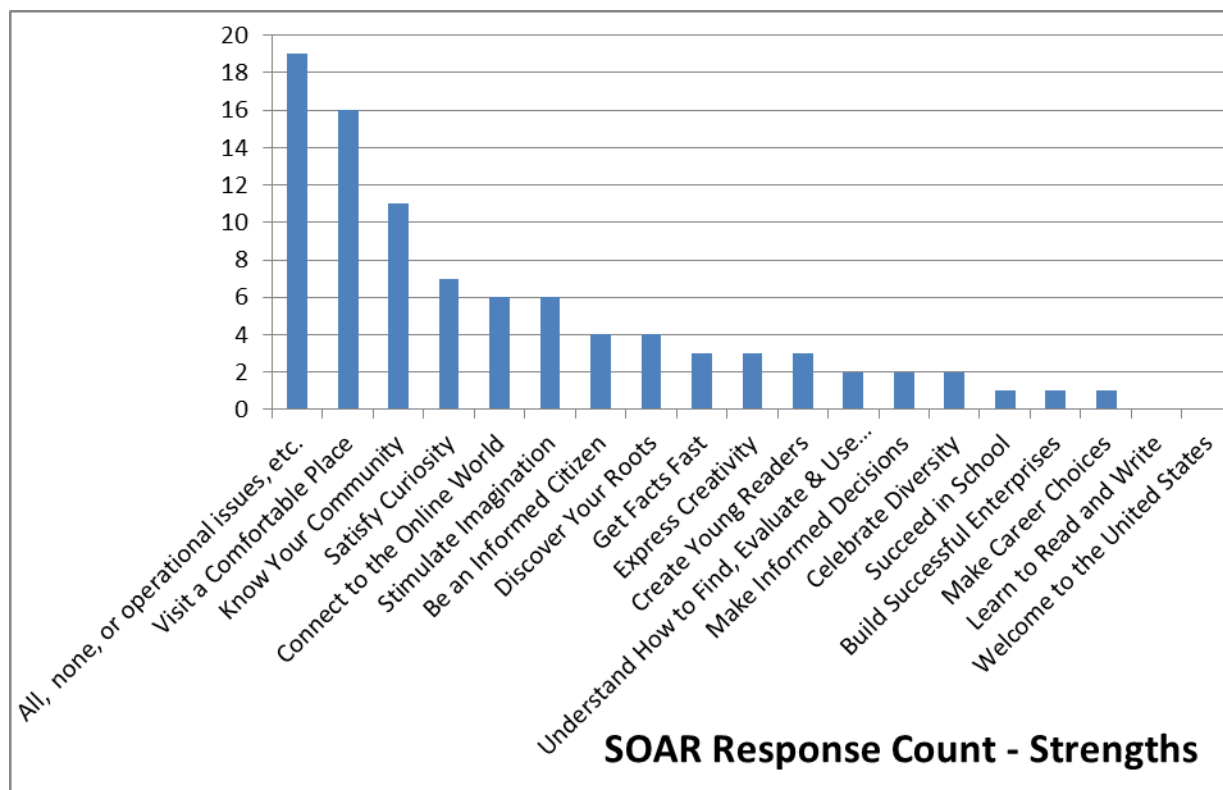# APPENDIX D STAFF SERVICE RESPONSE/SOAR RESULTS MATRIX

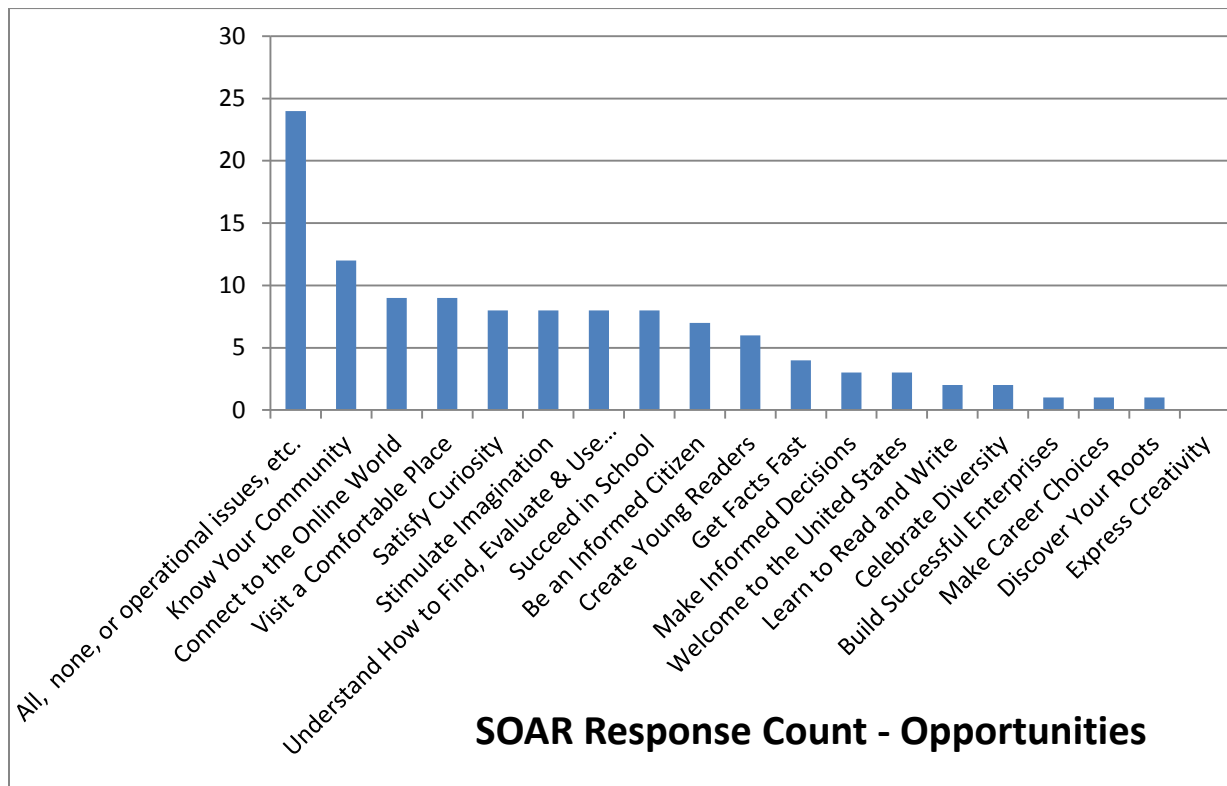| TML Service Response/SOAR Results Matrix for STAFF	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Strengths	4	1	2	6	3	4	3	3	11	0	1	2	7	6	1	2	16	0	19
Customer Service				SP				SP				ME					ER		SP JM
Staff – friendly, nice, helpful				SP ME				SP ME									ER		SP JM
Staff works together – not territorial, help each other out, they are a team, problem solve together																	ER		SP ER ME JM
Staff will listen and make changes & adaptable																			SP ER ME JM
Collection – especially DVDs and CDs			JM										SP ER ME	SP ER ME		SP			
Building – beautiful, rotunda									JM								SP ER ME JM		SP
Playroom													JM	SP JM			SP ER ME JM		
Quiet place to study and work				JM													SP ER ME JM		
Other people from other communities use library				JM	JM	JM		JM									SP ER		SP
Volunteers (including people from out of town)																	JM		SP ER ME
Friends of the Library	JM				JM				JM										SP ER ME
Community giving – people share with others (time, items, programming)	JM						ER ME		JM								ER ME JM		SP
Not a "shush" library					JM				JM								SP ER ME JM		SP
Facebook & Website	JM			JM				SP ER ME JM											SP
Flexible Director – "not a dictator" and "has your back"																	ER JM		SP ER ME
Town supports the library – budget and town meeting									JM								JM		SP ER ME
Meeting room availability									JM								SP ER ME JM		SP JM
Passionate Board of Trustees (some are long-standing)																			SP ER JM ME
Rare book room & museum						SP ER ME JM			ER ME JM				SP ME JM	SP ME JM	JM				SP
Genealogy help and research						SP ER ME JM							SP ME JM						
Programming – collaborative between adult & children; varied; a lot of programs; self-directed (patrons do their own); grants (Rosemary Davis & Progin); repeat programmers; check calendar & website for programs			ME						ME				SP ME	SP ME			ER		JM

TML Service Response/SOAR Results Matrix for STAFF	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Strengths	4	1	2	6	3	4	3	3	11	0	1	2	7	6	1	2	16	0	19
Empowered patrons	JM	JM		JM		JM	JM		JM		JM	JM	JM	JM		ME JM	JM		SP ER ME
Museum passes – open to everyone; no restrictions							JM		JM				SP ME JM	SP JM			ER		SP

Key
Emily = ER
Joe = JM
Karen = KS
Maribeth = ME
Steve = SP
Susan = SC

SOAR Count - Strengths

All, none, or operational issues, etc.	19
Visit a Comfortable Place	16
Know Your Community	11
Satisfy Curiosity	7
Connect to the Online World	6
Stimulate Imagination	6
Be an Informed Citizen	4
Discover Your Roots	4
Get Facts Fast	3
Express Creativity	3
Create Young Readers	3
Understand How to Find, Evaluate & Use Information	2
Make Informed Decisions	2
Celebrate Diversity	2
Succeed in School	1
Build Successful Enterprises	1
Make Career Choices	1
Learn to Read and Write	0
Welcome to the United States	0

SOAR Response Count - Strengths

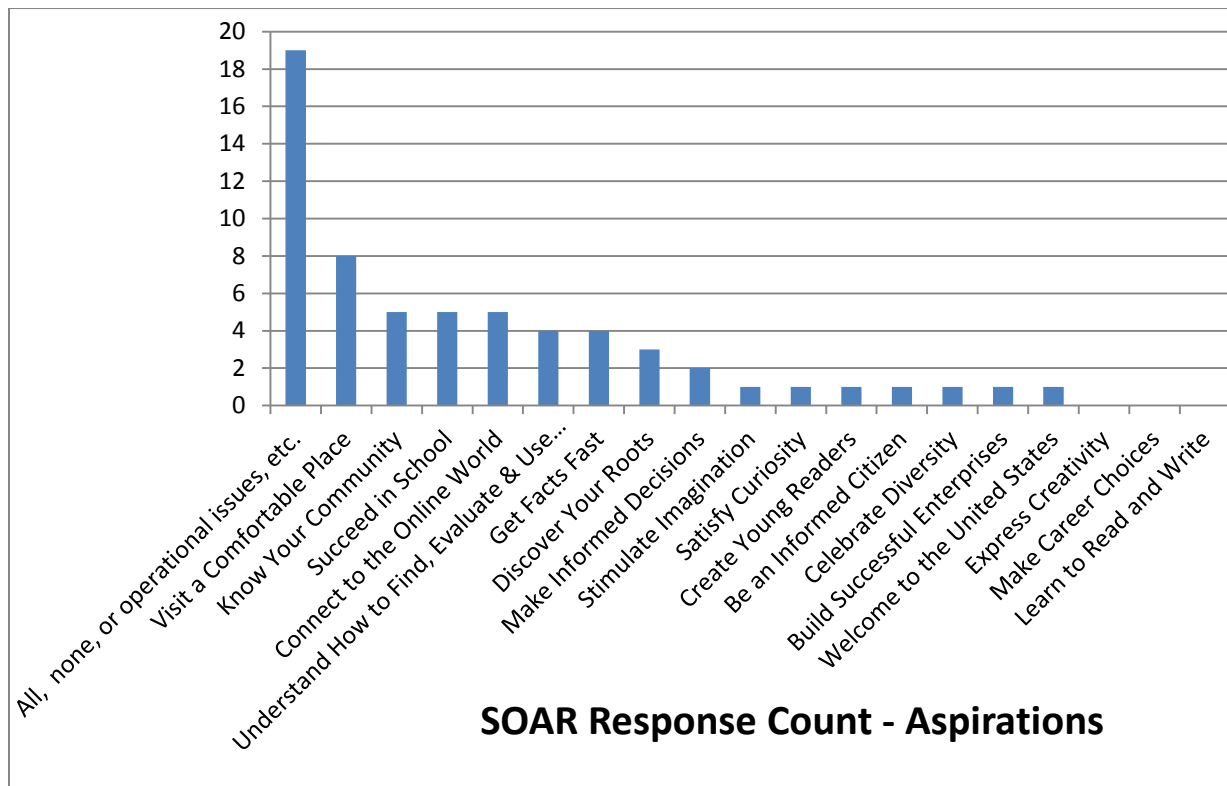| TML Service Response/SOAR Results Matrix for STAFF	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Opportunities	7	1	2	9	6	1	0	4	12	2	1	3	8	8	8	8	9	3	24
Additional staff for computers (this is more of an aspiration)				ER ME				ME											SP
Computer/tech help area				ER ME				ME					SP	SP					SP
Reassess circulation area – return area & access; patron intuition & ease of use; "where to put things;" expectation of where things should be																	SP ER ME JM		SP ER ME
Balance the charm of the building with reality of meeting community needs									JM								ER ME JM		SP ER ME
Additional quiet study areas – look at places to do this; maybe purchase earphones to block out sound				JM											JM		SP ER ME JM		SP ME
Look at underutilized staff room –what could be done with this space																			SP ER JM ME
Look at putting computers all in one place				JM													JM		SP ER ME
Look at ways to reach different segments of the population (Spanish, Homeschoolers, etc.)		SP ER JM ME		JM	ER JM ME				ER JM				SP JM		JM	JM	JM	SP JM	SP ER
Collection needs to meet diversity		SP ER JM ME		JM	JM				JM				JM		JM	JM	JM	JM	SP
Serve those needing to come in on Sundays (more hours)									JM								JM		SP ER ME
Rare book room and museum open more hours													SP JM	SP JM					SP ER
Classes to teach computer basics – publicize where there are services already	JM			ER JM ME				JM	JM			JM	SP JM	SP JM		SP JM ME			
Work with COA, town departments, community center, senior center – more collaboration	JM			JM					JM			JM			JM	JM	JM		SP ER ME
Get the word out about what is happening at the library – promotion & publicize - Mailings, Signage, Schools, etc.	JM								JM										SP ER ME
Reclassify collections without Dewey Decimal System – more in categories (staff would like to learn more about this)																	SP		SP ER JM ME
Bigelow Gardens – homebound delivery	JM								JM										SP ER ME

TML Service Response/SOAR Results Matrix for STAFF	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Opportunities	7	1	2	9	6	1	0	4	12	2	1	3	8	8	8	8	9	3	24
Find out what 18-30 year olds want and need – questions about if they are accessing library									ME										SP ER JM
Digital space – who is using this – how to reach people to let them know about the library (OverDrive users)				JM															SP ER
More engagement with children and schools – educational opportunities					ER JM ME					JM					ER JM				SP
Find out what projects students are working on	JM				ER JM ME				JM					JM ME	ER JM ME	JM			SP
Summer Reading – attendance and involvement					SP ER JM ME									SP JM					SP
Town-Read Program (One Town, One Book) – there are LSTA opportunities for this type of project	JM								ER JM				SP JM	SP JM					SP
Work with Historical Commission – maps and resources available at library						JM							SP JM	SP JM M					SP ER
Computer set-ups with resources (tabs that patrons can click on for more information about community, etc.)	JM	JM		ER JM ME				JM	SP JM ME	JM	JM	JM	SP JM	SP JM	JM	JM			SP ME
Workflows – including inside and outside "book drop"																		JM	SP ER ME

Key
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Joe = JM
Karen = KS
Maribeth = ME
Steve = SP
Susan = SC

SOAR Count - Opportunities

All, none, or operational issues, etc.	24
Know Your Community	12
Connect to the Online World	9
Visit a Comfortable Place	9
Satisfy Curiosity	8
Stimulate Imagination	8
Understand How to Find, Evaluate & Use Information	8
Succeed in School	8
Be an Informed Citizen	7
Create Young Readers	6
Get Facts Fast	4
Make Informed Decisions	3
Welcome to the United States	3
Learn to Read and Write	2
Celebrate Diversity	2
Build Successful Enterprises	1
Make Career Choices	1
Discover Your Roots	1
Express Creativity	0

SOAR Response Count - Opportunities

TML Service Response/SOAR Results Matrix for STAFF

| Aspirations	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
(totals)	1	1	1	5	1	3	0	4	5	0	0	2	1	1	5	4	8	1	19
New circulation area – more intuitive and easy to use																	JM		SP ER ME
Create new quiet spaces for individuals and small groups to work and study				JM					JM						JM		SP ER JM ME		SP ER ME
Technology person on staff	JM			SP ER JM ME	JM			JM	JM						JM		JM		SP
Bilingual staff person – Spanish, Portuguese			SP ER JM ME															JM	SP ME
Open more hours									JM								JM		SP ER ME
More staff																			SP ER JM ME
Open Mon-Thu and Sat/Sun									JM										SP ER ME
Work time not when library is open																			SP ER JM ME
More classes offered (languages, ESL, taxes, computers)		JM		JM		JM		JM	ME			JM	ER JM		JM				SP
Extension of home; Social, Comfortable, Easy access, Welcoming, User-friendly and "Come & be"																	SP ER JM ME		SP ME
Café tables & comfortable seating nooks																	SP ER JM ME		SP ER ME
Sell coffee – and have place to drink it																	SP ER JM ME		ER ME
Book drop inside																			SP ER JM ME
Computer area dedicated in one spot																	ER JM		SP ER ME
New chair at circ desk																			SP ER JM ME
Library as a resource – place to come despite age																	JM		SP ER ME
Think about reference differently												ME				ME			SP JM
Train staff on technology (ongoing)				JM		JM		JM				JM			JM	JM			SP ME
Meet future computer and technology needs – making sure it is assessable				ER JM ME		JM		JM				JM			JM		JM		SP ER ME

TML Service Response/SOAR Results Matrix for STAFF	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Aspirations	1	1	1	5	1	3	0	4	5	0	0	2	1	1	5	4	8	1	19
New circulation area – more intuitive and easy to use																	JM		SP ER ME
Create new quiet spaces for individuals and small groups to work and study				JM					JM						JM		SP ER JM ME		SP ER ME
Technology person on staff	JM			SP ER JM ME	JM			JM	JM						JM		JM		SP
Bilingual staff person – Spanish, Portuguese			SP ER JM ME															JM	SP ME
Open more hours									JM								JM		SP ER ME
More staff																			SP ER JM ME
Open Mon-Thu and Sat/Sun									JM										SP ER ME
Work time not when library is open																			SP ER JM ME
More classes offered (languages, ESL, taxes, computers)		JM		JM		JM		JM	ME			JM	ER JM		JM				SP
Extension of home; Social, Comfortable, Easy access, Welcoming, User-friendly and "Come & be"																	SP ER JM ME		SP ME
Café tables & comfortable seating nooks																	SP ER JM ME		SP ER ME
Sell coffee – and have place to drink it																	SP ER JM ME		ER ME
Book drop inside																			SP ER JM ME
Computer area dedicated in one spot																	ER JM		SP ER ME
New chair at circ desk																			SP ER JM ME
Library as a resource – place to come despite age																	JM		SP ER ME
Think about reference differently												ME				ME			SP JM
Train staff on technology (ongoing)				JM	JM			JM				JM			JM	JM			SP ME
Meet future computer and technology needs – making sure it is assessable				ER JM ME	JM			JM				JM			JM		JM		SP ER ME

Key
Emily = ER
Joe = JM
Karen = KS
Maribeth = ME
Steve = SP
Susan = SC

SOAR Count - Aspirations

All, none, or operational issues, etc.	19
Visit a Comfortable Place	8
Know Your Community	5
Succeed in School	5
Connect to the Online World	5
Understand How to Find, Evaluate & Use Information	4
Get Facts Fast	4
Discover Your Roots	3
Make Informed Decisions	2
Stimulate Imagination	1
Satisfy Curiosity	1
Create Young Readers	1
Be an Informed Citizen	1
Celebrate Diversity	1
Build Successful Enterprises	1
Welcome to the United States	1
Express Creativity	0
Make Career Choices	0
Learn to Read and Write	0

SOAR Response Count - Aspirations

TML Service Response/SOAR Results Matrix for STAFF

	Be an Informed Citizen	Build Successful Enterprises	Celebrate Diversity	Connect to the Online World	Create Young Readers	Discover Your Roots	Express Creativity	Get Facts Fast	Know Your Community	Learn to Read and Write	Make Career Choices	Make Informed Decisions	Satisfy Curiosity	Stimulate Imagination	Succeed in School	Understand How to Find, Evaluate & Use Information	Visit a Comfortable Place	Welcome to the United States	All, none, or operational issues related to contracts, other institutions, etc.
Results	1	0	0	2	2	1	0	1	2	1	0	2	1	2	2	1	2	0	10
More computers – what they need (other equipment needs)																	JM		SP ER ME
More satisfied patrons																			SP ER JM ME
Staff to support library & patrons																			SP ER JM ME
More staff training sessions – scheduled																			SP ER JM ME
Everyone is a resource – no more "ask …"																			SP ER JM ME
Better work flow – time management																			SP ER JM ME
New circulation area with book drop inside																			SP ER JM ME
Staff "space" – time to work and work gets done																			SP ER JM ME
More young people studying, researching and coming in				JM	SP			JM	ME			JM	SP	SP ME	JM	JM	ER JM		SP ER JM ME
More collaborations with other organizations, schools, town departments	JM			JM	JM	JM			JM ME	JM		JM		SP		SP ER JM			SP

Key
Emily = ER
Joe = JM
Karen = KS
Maribeth = ME
Steve = SP
Susan = SC

SOAR Count - Results

All, none, or operational issues, etc.	10
Visit a Comfortable Place	2
Know Your Community	2
Stimulate Imagination	2
Connect to the Online World	2
Succeed in School	2
Create Young Readers	2
Make Informed Decisions	2
Understand How to Find, Evaluate & Use Information	1
Satisfy Curiosity	1
Be an Informed Citizen	1
Get Facts Fast	1
Learn to Read and Write	1
Discover Your Roots	1
Express Creativity	0
Make Career Choices	0
Celebrate Diversity	0
Build Successful Enterprises	0
Welcome to the United States	0

SOAR Response Count - Results
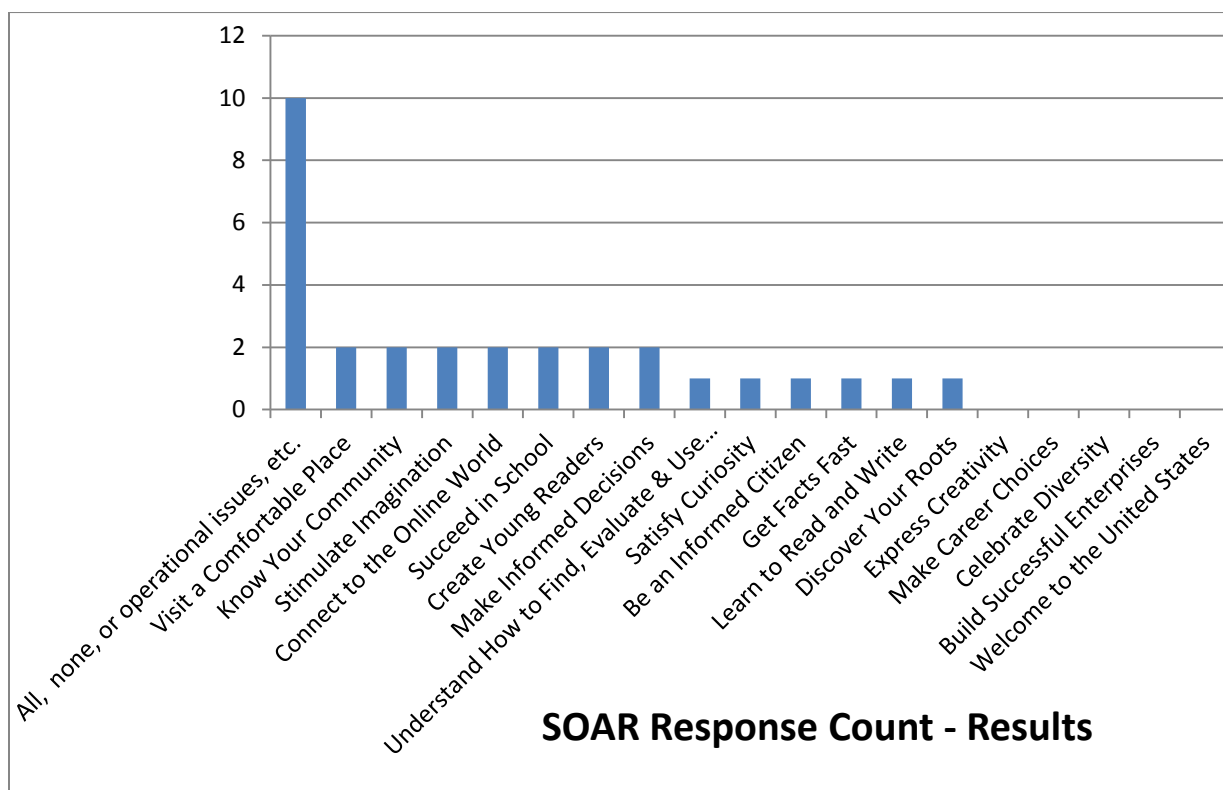
SOAR Counts by Service Response - Staff

	STR	OPP	ASP	RES
All, none, or operational issues, etc.	19	24	19	10
Visit a Comfortable Place	16	9	8	2
Know Your Community	11	12	5	2
Satisfy Curiosity	7	8	1	1
Connect to the Online World	6	9	5	2
Stimulate Imagination	6	8	1	2
Be an Informed Citizen	4	7	1	1
Discover Your Roots	4	1	3	1
Create Young Readers	3	6	1	2
Express Creativity	3	0	0	0
Get Facts Fast	3	4	4	1
Celebrate Diversity	2	2	1	0
Make Informed Decisions	2	3	2	2
Understand How to Find, Evaluate & Use Information	2	8	4	1
Build Successful Enterprises	1	1	1	0
Make Career Choices	1	1	0	0
Succeed in School	1	8	5	2
Learn to Read and Write	0	2	0	1
Welcome to the United States	0	3	1	0
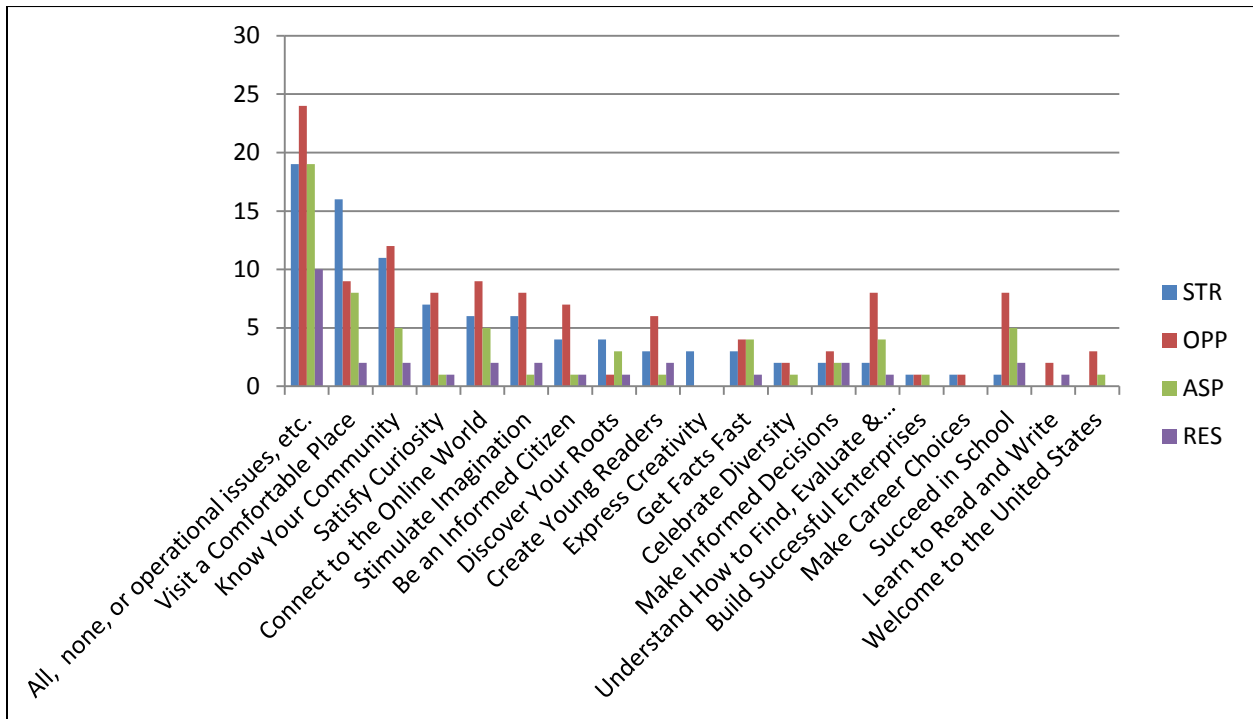
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FY2017 ACTION PLAN

Goal: Establish a place of work and a workplace culture that is collegial, transparent, and accountable.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Administrative documents will be reviewed and approved by the Trustees each year.	Perform a comprehensive review of library policies and procedures, which will be updated as required.	All year	Board of Trustees
Library operates efficiently.	Perform a comprehensive assessment of current job descriptions, staff assignments, and workflow.	All year	Staff
	Organizational tasks and competencies are documented.	All year	Staff
Operational activities of staff members and volunteers will be coordinated to streamline workflow and enhance the ability of staff members to provide one-on-one assistance.	Provide an annual programs' calendar that highlights different themes throughout the year.	July 16	Librarians

Goal: Work collaboratively with the Town to maintain the Library's historic structure.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Keep a schedule and have readily available a record of the current building systems and components along with a record of all associated maintenance activities.	Consolidate all the information and related documents for the building systems and store them in appropriate physical or electronic locations.	September 16	Library Director
	Create and maintain a document that identifies the storage locations of the information.	March 17	Library Director

Goal: Ensure supporters, volunteers and partner organizations take part in the Library's mission and transformation under the Trustees funding priorities.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
The Board of Trustees will review and recommend funding priorities.	Evaluate the Library's short-term financial position to determine funding priorities.	January 17	Trustees
	The Board will meet annually with the Friends of the Thayer Memorial Library and the Thayer Memorial Library Foundation.	March 17	Trustees

Goal: Information and materials will be available to residents and visitors to increase their awareness and appreciation of the Library's and Lancaster's history.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Residents will find fewer boundaries blocking access to materials in the Library's Special Collections.	Procedures for access to materials in special collections will be openly advertised.	June 17	Trustees
Residents will be provided with greater access to programs with local themes.	Include, one month of Library and Lancaster-themed programs and services in the programming calendar.	June 17	Librarians

Goal: TML's public and on-line spaces will be accessible and flexible to meet the evolving needs of the community.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancastrians will think of the library as a destination that is safe, comfortable, and easy to navigate.	Provide navigation aids, e.g., floor plans, pamphlets, signage, etc.	October 2016	Director / Assistant Director
Library users will find it easy to locate what they want.	Evaluate the current configuration of the general collection.	November 2016	Staff
	Provide regularly scheduled bibliographic instruction.	September 2016	Director

Lancaster residents will engage the Library on the WWW.	Develop a new website that is easy to use and includes links to interactive web pages for questions, forms, pathfinders, the Community Calendar, etc.	January 2017	Director / B. Kadlec

Goal: Create a foundation for educational success through youth, family, and school engagement.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Thayer Memorial Library will assume a leadership role in helping students develop research skills.	Collaborate with local middle and high schools to develop guides on a variety of subject matter that support the school's curriculum.	September 2017	Director / Assistant Director
	Provide programs presenting bibliographic instructional and online database resources at TML will be given to parents.	September 2017	Director

Goal: Children from pre-school to grade 12 will have age and grade appropriate services that encourage reading and support the discovery of new ideas.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Children of all ages will participate in the Library's Summer Reading Activities.	Coordinate local Summer Reading Event with resources available at the Massachusetts Library System.	July 2016	Children's Librarian
	The Library will collaborate with the schools to acquire all summer reading lists.	June 2017	Librarians
High school students will be provided with media and programming that enhances their interests and supports their goals.	Provide programs tailored to high school students' interests such as driver's education, college admission, volunteering opportunities, and career development.	October 2016	Director

Goal: Thayer Memorial Library will provide collections and programs that enhance knowledge and promote curiosity.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancaster residents will be knowledgeable about all Thayer Memorial Library services.	Organize a "Get your Library Card" campaign.	September 2016	Director / Assistant Director
	Finalize logo design.	July 2016	Director / Assistant Director

Library patrons will become broader users of the Library's media collections.	Create resource lists on a variety of topics and subject matter.	September 2016	Director / Librarians
	Provide classes on how to use proprietary databases and web resources available through the Library.	September 2016	Librarians

Goal: Thayer Memorial Library will be Lancaster's information hub for local events and activities, which will enhance Lancaster residents' sense of community.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancastrians use the library to obtain information about the programs, services, and activities provided by community agencies and organizations.	Investigate the ways and means of providing a community calendar	All year	Director / Assistant Director

FY2017 ACTION SCORE CARD

1. Originally proposed for FY19
2. Unending
3. Originally proposed for FY17-18
4. New Activity
5. FY18-19
6. Originally proposed for FY18, then ongoing

FY2018 ACTION PLAN

Goal: Establish a place of work and a workplace culture that is collegial, transparent, and accountable.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Administrative documents will be reviewed and approved by the Trustees each year.	Begin implementation of the recommendations of the preservation plan	October 2017	Director and staff
	Continue comprehensive review of Library policies and procedures, which will be updated as required.	All year	Board of Trustees
Library operates efficiently.	Continue comprehensive assessment of current job descriptions, staff assignments, and workflow.	September 2017	Director and Staff
	Complete organizational tasks and competencies documentation	June 2018	Director and Staff
Operational activities of staff members and volunteers will be coordinated to streamline workflow and enhance the ability of staff members to provide one-on-one assistance.	Complete annual programs' calendar that highlights different themes throughout the year.	September 2017	Librarians
	Evaluate workforce and staff competency distribution	June 2018	Director and Staff

Goal: Work collaboratively with the Town to maintain the Library's historic structure.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Keep a schedule and have readily available a record of the current building systems and components along with a record of all associated maintenance activities.	Continue consolidation of all information and related documents for the building systems and store them in appropriate physical or electronic locations.	All year	Library Director
	Create and maintain a document that identifies storage locations throughout the Library and their contents.	September 2017	Library Director

Goal: Ensure supporters, volunteers, and partner organizations take part in the Library's mission and transformation under the Trustees funding priorities.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
The Board of Trustees will review and recommend funding priorities.	Evaluate the Library's short-term financial position to determine funding priorities.	January 2018	Trustees
	The Board will meet annually with the Friends of the Thayer Memorial Library and the Thayer Memorial Library Foundation.	September 2017	Board of Trustees and Library Director

Goal: Information and materials will be available to residents and visitors to increase their awareness and appreciation of the Library's and Lancaster's history.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Residents will be provided with greater access to programs with local themes.	Include another month of Library and Lancaster-themed programs and services in the programming calendar.	April 2018	Librarians
The Library will provide leadership and assist residents who wish to support or add to Lancaster's legacy collections.	Library will identify authors that live in Lancaster and evaluate their publications for inclusion in the Library's collections	January 2018	Director

Goal: TML's public and on-line spaces will be accessible and flexible to meet the evolving needs of the community.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancastrians will think of the Library as a destination that is safe, comfortable, and easy to navigate.	Perform an assessment of the interior spaces and layout to determine how space is used and how to improve workflow and use by staff and visitors.	October 2017	Director / Assistant Director
	Provide navigation aids, e.g., floor plans, pamphlets, signage, etc.		
Library users will find it easy to locate what they want.	Update current layout of all general collections	November 2017	Director and Staff

| | Provide regularly scheduled bibliographic instruction. | October 2017 | Director |
| | Begin developing "Ask Me How" campaign | November 2017 | Director and staff |

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Thayer Memorial Library will assume a leadership role in helping students develop research skills.	Bibliographic instruction of online database resources available at TML will be presented to schools and parents.	October 2018	Director
	Collaborate with local middle and high schools to develop guides on a variety of subject matter that support the school's curriculum.	February 2018	

Goal: Children from pre-school to grade 12 will have age and grade appropriate services that encourage reading and support the discovery of new ideas.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
High school students will be provided with media and programming that enhances their interests and supports their goals.	Provide programs tailored to high school students' interests such as driver's education, college admission, volunteering opportunities, and career development.	October 2016	Director

	Collaborate with the high school to develop a local collection of materials that advances students' preparation for AP, LSAT, SAT, ACT, and other achievement tests.	March 2018	Director

Goal: Thayer Memorial Library will provide collections and programs that enhance knowledge and promote curiosity.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancaster residents will be knowledgeable about all Thayer Memorial Library services.	Organize a "Get your Library Card" campaign.	September 2017	Director / Assistant Director
	Develop a campaign that promotes the wide range of Library services.	January 2018	Director
Library patrons will become broader users of the Library's media collections.	Develop an opt-in brokerage service for patrons to open up their awareness of other areas of the collection.	April 2018	Director / Librarians
	Prepare a presentation to the public to help them find, evaluate, and use information.	May 2018	Director
	Create resource lists on a variety of topics and subject matter.	September 2017	Director / Librarians
	Provide classes on how to use proprietary databases and web resources available through the Library.	September 2017	Librarians

Goal: Thayer Memorial Library will be Lancaster's information hub for local events and activities, which will enhance Lancaster residents' sense of community.

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Lancastrians use the Library to obtain information about the programs, services, and activities provided by community agencies and organizations.	Investigate the ways and means of providing a community calendar	All year	Director / Assistant Director