
REUBEN HOAR LIBRARY
LITTLETON, MASSACHUSETTS

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LONG RANGE PLAN
2008-2013



Introduction

As a major service center within the town of Littleton, the Reuben Hoar Library provides reference and readers' advisory services, books, newspapers, video and audio materials, on-line resources, meeting spaces, community information, study areas, Internet access, and programs for all ages. One of the greatest challenges to providing the best and most appropriate services is that of anticipating changes in the needs of the community and the range of services that the library can provide. Finding the balance between meeting these challenges while providing the core of traditional library services can only be achieved through long term planning.

This document is an important one. Its goal is to explore areas of emphasis for the future of the library, and as a basis includes five primary elements:

- A description of the process used to create this plan.
- A Community Description
- A mission statement for the library
- A needs assessment: Results of surveys done in the community
- Specific goals including measurable activities.

The Process: How did we get here?

First, this document owes its existence to the help of staff members from the Northeast Massachusetts Regional Library System and to the work of the committee members:

Bob Meier
Debbie Rhodes
Janet Wilkinson
Jeanne Sill
Judy Grande

Kathleen Higgins
Marcia Marcantonio
Marion Hauck
Pamela Sanderson
Peter Church

Samantha Dempsey
Sarah Toporoff
Sharon McClory
Marnie Oakes

Guided by the NMRLS staff the committee followed the following process:

At the first meeting NMRLS staff led an orientation to Regional services/regional scan and the long-range planning process. Library Director reported on the Community as well as the library's programs & trends. NMRLS staff helped the Committee identify library, Strength, Weaknesses, Opportunities, and Threats (S.W.O.T.). Library staff and trustees followed the same brainstorming process to add to the S.W.O.T. list.

The second meeting involved developing Community Vision Statements and draft goal statements that reflected the high priority vision statements. A community survey was conducted,

tabulated, and distributed before the third meeting. The library director and staff refined the draft long-range plan goals based on the S.W.O.T, the vision and the survey responses.

At meeting three the committee reviewed the results of the Community Survey and the long-range plan's draft goals. A final plan developed by the director in consultation with library staff members was presented to the Library's Board of Trustees for approval.

Community Description: Setting the context

From the Town of Littleton Master Plan:

“Littleton has traditionally been a small town located on major regional crossroads. In Colonial times the Great Road passed through town on the way to Boston. Now each day thousands of commuters and other travelers hurry along Routes 495, 2, 119, and 110. This easy access to regional employment and markets makes Littleton a convenient place to live and an attractive place to locate a business. Townspeople think of Littleton as a rural community of starter homes where families can build a good life. In recent years, however, the town has experienced escalating housing prices, so that the profile of the local population is shifting toward higher incomes. A person driving around Littleton still sees open fields, woods, and other scenes that give the impression of a rural setting, but in fact the remaining undeveloped lands in town are contained in a relatively small number of large parcels. Market response to the demand for homes in this attractive community is placing increased pressure on remaining undeveloped lands. As easily developed lands become scarcer, there are increasing proposals to site new structures on ‘marginal’ lands that have physical constraints such as being close to wetlands. Taken together, Littleton's previously stated growth management goals and objectives call for maintaining as rural a town character as possible -- but with high quality amenities and services. There is the intent to focus business development in certain areas that will strengthen the Town Center, tap the good access to Routes 119 and 495, and minimize impacts on other areas of town. Increased opportunities for recreation are a high priority of townspeople. There is growing awareness of the need for proactive conservation of key undeveloped parcels of land. There is also increasing concern about groups of residents who are being priced out of living in Littleton. Townspeople want to minimize the impacts of through traffic and divert the regional flow to outside of Littleton wherever possible.”

LIBRARY HISTORY

Littleton's public library was founded in 1887 through the generosity of William Stevens Houghton, and named in honor of Reuben Hoar. Mr. Houghton's father had had the misfortune to face bankruptcy some fifty years earlier. His chief creditor, Reuben Hoar, helped him to stay in business and pay off his debts. In 1887, William Stevens Houghton donated \$10,000 anonymously to establish a public library for the Town of Littleton.

Dedication ceremonies were held on July 28, 1887. For eight years, a room in the then new Town Hall served as a home for the library. This building, which was on the site of the present fire station, burned in 1943.

For some time William Stevens Houghton had wanted to provide a separate building for the library. His son and daughter carried out his wish after his death. The site chosen was a triangle of common land bounded by King Street, Foster Street, and Rogers Street. Here an Italianate style building was erected at a cost of \$25,000 and donated to the Town of Littleton in memory of William Stevens Houghton. This building was appropriately named the Houghton Memorial Building.

For nearly one hundred years, from 1895 to 1989, this building housed the library's growing collection. In 1956 a small basement room was converted into a children's room. Unfortunately, the small triangle of land on which the building set did not allow for expansion. Providing increased space became the major issue facing the library.

In November 1986 the Town voted to renovate the former Shattuck Street School as a municipal building, designating the newest wing to be the future home of the library. In September 1989, the Reuben Hoar Library moved to this facility, where it is still located. The move gave the library three times the floor space of the former building.

Although the library was a public library from its inception, it received no appropriation of town funds until 1889, when \$546.63 was appropriated for the preparation of a catalog of holdings. No further town funds were appropriated until 1897 when a regular appropriation of \$660 for maintenance of the new building was begun. Town funding of the library remained static for several years, but increased steadily thereafter.

According to the original trust, trustees were to consist of the ministers of the three churches then in existence in the town: the Baptist, the Congregational, and the Unitarian, plus one member of each of these churches to be elected at large, and one selectman. In 1971, a suit was filed to change the terms of the trust so that the board of trustees would consist of six members elected at large from all registered voters. This suit was based on the fact that the library had long been supported almost entirely by public funds. The State Supreme Court overturned the trust requirements in September 1972. Since then, trustees have been elected at large for three-year terms.

In 1887, the library had 2,200 books. Much of this original collection was made up of fiction and other literary works, but there were many volumes on agriculture as farming was the principal occupation in the town. The collection grew slowly but steadily over the years. The trustees voted to join the Central Region at its inception in 1963. In 1984, the first professional library director was hired, and the Reuben Hoar Library became eligible for state funds. In 1997, the library was accepted into the Northeast Regional Library System and became a member of the Merrimack Valley Library Consortium, a network of 37 libraries with a collection in excess of two million items; the total collection is available to Reuben Hoar patrons.

LIBRARY GOVERNANCE

The library is a department of the town government governed by an elected six-member board of library trustees. The board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that: "The board shall have the custody and management of the library...and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board, and all money or property which the town may receive by gift or bequest...shall be administered by the board..." Responsibility for Library management, collection development, and provision of Library services to the public is delegated by the Board to the Library Director. The Director is appointed by and directly responsible to the Board, and is an employee of the Town of Littleton.

LIBRARY TODAY

The Collection

The collection contained nearly 83,000 items in June of 2006. A collection development committee chooses new additions based on recommendations from patrons and reviews published in library journals and the general media. In order to keep materials up to date, library staff members systematically evaluate several different subjects each year, examining print, non-print and electronic media, and circulating and reference materials for all age levels

Adult and young adult materials accounted for 67% of the collection in fiscal 2007, and 55% of the circulation. Most reference materials which cannot be signed out are counted in the adult collection, however. Children's materials are 33% of the collection and 45% of the circulation. Within the collection, non-print items like DVDs and books on CD constituted only 9.8% of the materials, but were responsible for 27.5 % of the circulation.

Use

In fiscal year 2006, the 8,434 registered patrons borrowed nearly 19 items per person. Our patrons borrowed 57,119 adult and 56,737 children's print items; 13,318 audiocassettes, including books on compact disk, books on tape and music CDs; and nearly 28,625 videos and DVDs. Museum passes, purchased by the Friends of the Reuben Hoar Library, were taken out by patrons more than 1,000 times. We borrowed 13,801 items from other libraries for our patrons.

Nearly 52,000 people came through the front door in fiscal 2006. We do not count those who use the elevator or meeting room entrances. We conservatively estimate that one third to one half of our visitors used library materials, but did not take any home with them. For school assignments on popular topics students use reserved materials in the library. We put the items on a special homework shelf so that all students can have access to them, but don't count the number of times each book is used. Other patrons use Reuben Hoar Library Long Range Plan – 2008-2013

computer databases and our Internet connections, both wired and wireless. The facsimile transmission and copying services are also popular.

More than 3,120 reference questions were logged during the year. In addition, staff members responded to 3,640 request for help in finding “something good to read”. When local resources fail to answer a question, the library staff uses the backup reference service available through the regional library system. The Region also sponsors 24/7 reference service available to Littleton patrons via the Internet.

The library's meeting rooms were used 485 times during the most recent year. Researchers used the Houghton Historical Room, which houses our historical and genealogical collection, 107 times in fiscal 2006. Our Internet connections were signed out more than 4,800 times during the year.

Programs

The library sponsored 200 programs during fiscal 2006—143 for children, and 57 for adults or young adults. The Friends of the Reuben Hoar Library fund programs because the library does not have a line item in its budget for programming. The preschool, toddler and PJ storytimes are popular. The Children’s Summer Reading Club attracted more than 560 children. Summer Reading clubs for young adults and adults were also popular. A Laid Back Reading Group that holds no meetings and does not count its members has a monthly selection on display in the lobby.

Volunteers

Volunteers gave 1,342 hours of their valuable time to help the library. They took books to residents of the Life Care Center of Nashoba Valley, processed new books, straightened our shelves, helped with the weeding process, shelved newly returned books, assisted with our paperwork, and worked on a vital records database, in addition to other assorted tasks.

Staff

The library staff numbered fourteen at the end of fiscal 2006. Five years ago we had 17 staff members. Eight staff members worked more than twenty hours a week and therefore received benefits.

Currently, two members of the library staff have master’s degrees in library science; three have graduate degrees in other subjects. Six have certificates of library training issued by the Massachusetts Board of Library Commissioners (MBLC), which would allow the holders to be library directors in Massachusetts towns of less than 10,000 population. The staff as a whole brings 250 years of experience working in libraries to their jobs. All staff members are encouraged to participate in continuing education programs and to attend professional conferences. In addition two half-day summer workshops were held.

Facilities

The library building consists of three levels with the Children's Room on the top floor. An area is set aside for children's reference and computer use. A separate space is provided for games and crafts. There is a restroom with diaper-changing facilities. An Reuben Hoar Library Long Range Plan – 2008-2013

alarm button is tied directly to the police department for the safety of anyone working alone on that floor. Four computers serve this floor – one each for staff, catalog searching, Internet access and game playing. The collection is divided into the following sections: children's magazines, video cassettes DVDs, book and audio cassette kits, picture books, concept books, board books, easy readers, children's reference, homework reserves, non-fiction, fiction and parent/teacher resources.

Patrons enter the library at street level, but use either the stairs or an electric lift to reach the main level from the foyer. The foyer contains a drinking fountain, a bulletin board, an area for community handouts, and a locked display case donated by the Rotary Club.

Once on the middle level, patrons find the circulation desk with two checkout stations and an area to return materials. A reference desk with a computer for Internet access adjoins the circulation desk. The new book, reference, young adult, fiction, feature film video, record, music compact disk and magazine and newspaper collections are located on this floor. Sofas and upholstered chairs combine with straight-backed chairs at tables and carrels for a variety of seating options. The Houghton Historical Room is on this level as well. Patrons who wish to use the Historical Room register at the circulation desk. One small conference room is also located on the middle level. Four computers provide access to the Internet and magazine and newspaper articles in full text format. Patrons can use microfilm and microfiche readers in the equipment area. Two computers provide patron access to the online catalog of library materials. Three staff terminals at the reference and circulation desks are in constant use. A staff area allows the staff to order and process new materials at the same time as they watch to see if the circulation desk requires additional staffing. There are three staff computers in this area. The Library Director's office is also on this floor.

The lower level houses the non-fiction collection, two meeting rooms, kitchen facilities, and rest rooms. The library staff can close the library and allow a meeting to continue because the larger meeting room has direct access to the outside. Storage is available for audiovisual equipment, back issues of periodicals, used books awaiting sale by the Friends of the Reuben Hoar Library and custodial supplies. A staff room completes the lower level.

The library is becoming crowded. Only frequent weeding, creative re-arranging, and double and triple uses of the same space allow for new materials, programs and services.

An elevator provides handicapped access between the floors. Patrons can park in the rear parking lot and use the Town House entrance when it is open. To access the lower and top levels via the elevator a patron must stop at the Main Desk to borrow an elevator key. All rest rooms and meeting rooms are handicapped accessible.

There are thirteen parking spaces, two of which are marked for handicapped use, near the front entrance. In the rear of the library there are more than 66 parking spaces, four of which are marked for handicapped individuals. These spaces are shared with

those using the Town House, the Park and Recreation Department, the Senior Citizen's Center and the School Department.

Mission Statement

The mission of the Reuben Hoar Library is to provide a supportive, professional and friendly environment for reading, research and lifelong learning.

Needs Assessments: Surveying the community

The Strengths, Weaknesses, Opportunities and Threats activities conducted with the Long Range Planning Committee, the Library Trustees and the library staff provided a background for the online community survey. Copies of the survey and the results are attached to this document.

Ninety-seven percent of the survey responses came for individuals who have library cards and 92% are Littleton residents. Nearly three-quarters use the library at least once a month so our replies came primarily from active library users. People, who don't use the library often, say they are "just not in the habit", that they use the Internet or that they buy their books. Just over 30% find the library hours inadequate for their needs. If the funding were available, survey respondents would first restore Sunday hours, then Monday evening openings and after that add Tuesday and Thursday mornings. Several people suggested that the library open earlier in the morning so that people dropping children off at school can come directly to the library.

Most people borrow books; DVDs and videos; and audiobooks either on cassette or CD. Only 7% of those replying had used downloadable audiobooks. Museum passes which are purchased by the Friends of the Reuben Hoar Library are popular with 70% of the people who replied. More than 50% of the respondents use the online catalog to request, renew, and check on items on the way from another library and 52% get email notification when their items are ready for pickup.

Use of the Internet in the library was mentioned in only 40% of the survey replies. This result is probably biased by the fact that the survey was promoted online and may not have been noticed by those who come in to use the library's computers because they do not have their own.

We asked respondents to rate the following topics as excellent, good, fair, poor or not used. Here is the percent of people using the service who provided ratings of good or excellent. Obviously, there is a need to improve our computers and audiovisual offerings. 97.5% of those who seek material always or usually find what they need either at the library or through Interlibrary Loan.

Topic	Excellent or Good
Interlibrary Loan	100%
Children's programs	96.5%
Online databases	91.9%
Reference resources	88.7%
Book selection	88.5%
Newspaper/magazine selection	88.3%
Adult Programs	86.8%
Computers	77%
Audio Book selection	68%
Movie selection	63.6%
Music selection	48%

Without a doubt the library's greatest strength is its staff. Everyone agrees. The children's room staff was specifically cited by the committee and survey respondents. The book collection, interlibrary loan service and the anticipated revamping of the teen area were also mentioned.

The weaknesses can be summed up by saying that townspeople want more of everything. Most often mentioned were the limited hours, followed by limited audiovisual materials and too few and too old non-fiction books. People would like to see more space in the library, more programs, and a larger budget.

Threats to the library that were listed by the committee, staff and Trustees involved cuts in local funding, lack of space for expansion, lack of personal safety for staff members, and changes in demographics in Littleton. Technology was noted as a threat in that there are so many competing ways for users to get information and entertainment as well as the fact that speed of technological change in the library may leave some people behind. Obsolete computer equipment was also a concern. Some feared that there was insufficient publicity and outreach to keep teens coming to the library.

The committee saw opportunities for collaboration with community groups, for fund raising, for co-operation with the schools as institutions and students as individuals, and for space reorganization.

Overall, 98.2% of the people answering the survey rated library services "Very Good" or "Excellent".

Goals, Objectives and Activities 2008-2013

I. The Reuben Hoar Library will foster an environment of cultural and multi-generational programming in the community.

A. The library will promote and participate in community-wide events.

1. Join with at least one community partner each year to sponsor one or more events.
2. Participate in the Gathering of Nashoba Valley Arts and Culture Organizations and Venues activities.
3. Hold an annual fair/workshop about community organizations and what they do.

- Evaluation: Tally total attendance at community events, anecdotes from event participants who visit library

B. The library will join community groups in creating and maintaining an online calendar of community events.

1. Recruit a volunteer or volunteers to assist in collecting information for the calendar and keeping the calendar up-to-date.
2. Seek a host for the online calendar.
3. Encourage community groups to link to the calendar from their web sites.
4. Provide a community bulletin board [physical in the library] for publicity of community events.

- Evaluation: Count visits to website and number of organizations/events included; count will increase 10% per year of the plan.

II. The library will provide a clearing house for life-long learning opportunities in the area.

A. The library will provide and publicize community education offerings.

1. Provide links to the organizations providing courses from the library's website.
2. Create distribution area for copies of the catalogs.
3. Use the weekly column in the Littleton Independent to publicize the courses.

- Evaluation: Patrons will report increased awareness of and attendance at community education offerings; Count catalogs distributed, clicks on links on the website

B. The library will hold an annual fair at which providers like Council on Aging, Littleton Community Education, First Connections, and Learning in Retirement can promote opportunities for life long learning.

1. Recruit other organizations to participate.
2. Determine location, best time of year, day of the week and time of day to hold fair.

- Evaluation: Attendance at the fair, change in registrations

- C. The library will provide physical space for activities sponsored by other groups and by the library itself, listing those events on the Events Calendar.

- Evaluation: Attendance at programs and attendee satisfaction.

III. The library will foster collaboration to promote an awareness of the town's resources.

- A. The library will work with local organizations like Littleton Conservation Trust, Littleton Historical Society, New England Forestry Foundation, and Littleton Park and Recreation Department to provide a total of three displays in the library each year of this plan.

- Evaluation: Cooperating organizations and patrons will express satisfaction with the activity.

- B. The library will host or co-sponsor programs that highlight the town's natural resources such as hiking trails, Morrison Farm, Town Beach at Long Lake and Community Gardens.

- Evaluation: Agencies will report respectful use and appreciation of the natural resources.

- C. The library will provide maps and guides to Littleton sites for reference and loan as well as maintaining links to such online resources.

- Evaluation: Measure number of maps provided and clicks on links.

- D. The library will create a collection of materials on ways to increase the sense of community in a town.

- Evaluation: Titles will circulate an average of five times each during the course of the plan.

IV. The library will work toward the improvement of its physical resources and access to those resources.

- A. The library will explore possibilities for expanding the space available for library services and programs.

1. The Trustees will request that the town fund the one-third match for a Planning and Design Grant from the Massachusetts Board of Library Commissioners in fiscal 2013.

2. The staff and Trustees will continue to evaluate existing space and its use in order to make the most efficient use of the space.

- Evaluation: Increases in collection size will be managed without sacrificing circulation and service for the duration of this plan.

B. The library will work toward restoring hours open.

1. The Trustees will budget for restoration of Sunday hours in fiscal 2009.
2. The Trustees will budget to restore Monday evening openings [4 p.m. to 9 p.m.] in fiscal 2010.
3. The Trustees will budget for 9 a.m. openings on Monday, Wednesday, Friday and Saturday in fiscal 2011.
4. The above proposals will be made until they are funded.

- Evaluation: Patrons surveyed will show increasing satisfaction with library hours

C. The library will provide the most current technology available for library users.

1. Computers for patron use will be less than four years old.
2. At least one word processing computer will be available and a person trained to help patrons will be on duty all open hours.
3. Internet access both wired and wireless will be fast and efficient.

- Evaluation: Patrons surveyed will rate computers and connections at least “good” and preferably higher.

See Appendix IV. for Annual Action Plan.

Appendix I. – Survey and Results

Reuben Hoar Library *Littleton Massachusetts* Community Survey, *March 2007*

- Analyzing 169 responses.
 - Presentation generated on March 15, 2007.
 - *Results compiled by Scott Kehoe, Consultant, NMRLS, Danvers, MA.*
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Q.1 Do you have a library card?

	Count	Percentage of Sample Answering
Yes	164	97.6%
No	4	2.4%

Q.2 Do you live in Littleton?

	Count	Percentage of Sample Answering
Yes	155	92.3%
No	13	7.7%

Q.3 How often do you use the library?

	Count	Percentage of Sample Answering
Once a week or more	62	37.1%
1-3 times a month	62	37.1%
Less than once a month	20	12.0%
Several times a year	20	12.0%
This is my 1st visit	1	0.6%
Never	2	1.2%

Q.4 If you don't use the library, help us understand why (choose all that apply).

	Count	Percent of Sample Asked
Hours aren't convenient, explain:	7	4.1%
The library doesn't have what I want	7	4.1%
I use another library	3	1.8%
Just not in the habit	25	14.8%
I buy my books	13	7.7%
I use the Internet	16	9.5%
Bad previous experience	1	0.6%
Too noisy	0	0.0%
Poor customer service	0	0.0%

Q.4Specified_1 If you don't use the library, help us understand why (choose all that apply). - Hours aren't convenient, explain:

- would prefer to go from school drop off to the library. 10AM is 'too late' for 'first thing in the morning' and I often don't think to go back later in the day
- why isn't the library open on snow days?
- Busy schedule. Open later like 9:00 PM every night maybe?
- I use Westford library...they have more selection
- there should be more evening hours available
- the evening that are later are bad for me (not your fault, scheduling conflicts)
- I have a drop off kiddos at 9 a.m.... I would love to go straight to you among other errands.

Sample Answering: 7 responses

Q.5 Are the library's current hours adequate for your needs?

	Count	Percentage of Sample Answering
Yes	111	68.1%
No	52	31.9%

Q.6 If we had an additional \$15,000 in the library budget for staffing, which of the following hours should we give priority? Use 1, 2, 3, 4 with 1 being your first .

Topic	1	2	3	4
Monday 4 p.m. to 9 p.m.	37	55	27	26
Tuesday and Thursday 10 a.m. to 1 p.m.	29	28	24	62
Sunday noon to 4 p.m.	75	28	31	15
Fridays 10 to 4 p.m. during July and August.	15	34	58	34

Q.7 If you would like to see the library open additional hours not listed above, please write those hours in here:

- Saturday until 5 or 6 p.m.

Saturday until 6.

long weekend hours

Having Sunday afternoon hours would be great.

Sundays is definitely top priority, but an hour or two earlier on Saturday would be nice as well. It's hard to get to the library if you work full time, and then you have to hang around until the middle of one of your precious weekend days.

- I would like the library to be open at 9AM at least one weekday a week.
- 9 a.m.

- When all the kids in Littleton are home during a snow day, why isn't the library open???

- Maybe later in the day for those that have to work. I would love to come more, but the hours do not fit into my schedule.
- THE EVENING HOURS FROM MONDAY TO THURSDAY EVENING WOULD ALLOW STAFF TO HAVE SOME TIME OFF FOR THEIR OWN FAMILY TIME ON THE WEEKEND - MY SUMMER HOURS WOULD BE ON FRIDAY ONLY TO HAVE A RESPITE TIME FOR THE SENIORS WHO DO NOT HAVE AIR CONDITIONING IN THEIR OWN HOMES BUT THE HOURS OF OPERATION CURRENTLY IN PLACE WITH EXTENDED HOURS ON THE DAYS THAT YOU ARE CURRENTLY OPEN WOULD ALLOW ADDITIONAL STAFF HOURS ON THE DAYS THEY ARE CURRENTLY OPEN AND WOULD GIVE MORE TIME OFF BENEFITS FOR DAYS NOT CURRENTLY OPEN.

- The library hours are adequate only because so many things can be done online from home. I really like being able to request and renew books on my computer. I often drop them off in the return slot when you're closed. If I had to do work in the library, it would be a whole different story.
- I like things as they are.

- Open longer! I love it here!
- More hours are helpful. You could post hours of abutting libraries so when Littleton is closed one knew which other libraries were open so they could serve as a backup resource.

- Fri 4 to 9pm
- Friday after 4:00. There's not enough time to get my child off the bus and to the library. Even 4-6 on Monday and Friday afternoons would help, or just extending closing time to 5!

- Tues. and Thurs. 10 p.m. to 9 p.m. - assume this was meant to be 10 a.m.

- Wednesdays 2-6

- I prefer that the library be open til 9 pm every night

Sample Answering: 19 responses

Here is a list of the variety of services the library currently offers.
Please check those you have used.

Q.8a Books & Magazines

	Count	Percent of Sample Asked
Adult fiction	133	78.7%
Adult nonfiction	131	77.5%
Children's fiction	100	59.2%
Children's Nonfiction	86	50.9%
YA fiction	52	30.8%
Large Print	20	11.8%
Reference books in the library	79	46.7%
Graphic Novels	16	9.5%
Book Club Kits	19	11.2%
Local History or genealogy materials	20	11.8%
Magazines	87	51.5%

Q.8b Media such as:

	Count	Percent of Sample Asked
Video	110	65.1%
DVD	124	73.4%
Music CD	63	37.3%
Book on cassette tape	77	45.6%
Book on CD	77	45.6%
Downloadable audio books	12	7.1%
Microfilm of Independent or NY Times	2	1.2%

Q.8c Please check library services you have used, such as:

	Count	Percent of Sample Asked
School reading lists	51	30.2%
NextReads Newsletter	23	13.6%
Personalized reading suggestions	31	18.3%
Help from a library staff member	119	70.4%
Copy machine	82	48.5%
Fax machine	13	7.7%
Tax forms	44	26.0%
Coffee cart	31	18.3%
Community meeting in library meeting room	62	36.7%
Quiet study	43	25.4%
Space for Tutoring	8	4.7%
Searching the library catalog	96	56.8%
Communicate with library staff via email	44	26.0%
Your account online to request materials	104	61.5%
Your account online to renew materials	92	54.4%
Email notification of items ready for pickup	88	52.1%
Library Notes column in the Independent	54	32.0%
Borrowing materials from another library	132	78.1%
Museum Passes	118	69.8%

Q.8d Online & Internet resources:

	Count	Percent of Sample Asked
Internet searching	64	37.9%
email	38	22.5%
Wireless Internet at the library	27	16.0%
Online databases	45	26.6%
Ask a Librarian reference 24/7	10	5.9%
Reuben's Notes Yahoo Group	25	14.8%

Q.8e Library Programs:

	Count	Percent of Sample Asked
Preschool or Toddler Storytime	49	29.0%
Kids PJ Storytime	21	12.4%
Children's Crafts	42	24.9%
Adult Mystery Discussion Group	2	1.2%
Yarn Over Knitting Group	9	5.3%
Origami	4	2.4%
German Conversation	1	0.6%
Genealogy Lock-In	2	1.2%
Teen henna or T-shirt workshops	9	5.3%
Contributed to or enjoyed library displays	65	38.5%

Q.Q9 Please rate the following: - A

Topic	Excellent	Good	Fair	Poor	Not Used
Audio Book selection	13	51	25	5	48
Computers	16	58	17	5	45
Book selection	48	83	16	1	3
Movie selection	19	58	36	8	27
Music selection	10	27	29	11	60
Newspaper/maga zine selection	29	54	11	0	46
Reference resources	24	62	10	1	36
Online databases	36	44	7	0	50
Children's programs	49	33	3	0	53
Adult Programs	10	23	3	2	93
Interlibrary Loan	94	37	0	0	14

Q.10 Are you able to find what you need at the library or through interlibrary loan?

	Count	Percentage of Sample Answering
Always	53	33.1%
Usually	103	64.4%
Sometimes	4	2.5%
Rarely	0	0.0%
Never	0	0.0%

Q.11 Are the directional signs clear and helpful?

	Count	Percent of Sample Asked
Yes	144	85.2%
No	5	3.0%
Suggestions:	8	4.7%

Q.11Specified_3 Are the directional signs clear and helpful? - Suggestions:

- not aware of them
- what directional signs?
- ?
- What directional signs?
- The staff is very helpful.
- Lots of clutter around
- step by step instructions

Sample Answering: 7 responses

Q.12 Here are some services the library could consider offering.Please check off five services that would most interest you:

	Count	Percent of Sample Asked
Downloadable videos	42	24.9%
Downloadable electronic books to read on a PC or PDA	39	23.1%
Art displays and receptions	52	30.8%
More book discussion groups	18	10.7%
Author visits	79	46.7%
Video games (Nintendo, Playstation, Xbox)	23	13.6%
Movies	79	46.7%
Informational programs (College funding, weight loss, Alternative Health, how to use the library and its resources, getting organized, discussion of upcoming music at other venues)	52	30.8%
Concerts	48	28.4%
Hands-on computer classes	31	18.3%
Conversation groups for additional languages	20	11.8%
Programs for babies	10	5.9%
Community reading projects (everyone reads and discusses the same book)	30	17.8%
Calendar of all community events	74	43.8%

Q.13 Does the library communicate information about hours, services and resources adequately?

	Count	Percent of Sample Asked
Yes	155	91.7%
No	5	3.0%
Suggestions:	4	2.4%

Q.13Specified_3 Does the library communicate information about hours, services and resources adequately? - Suggestions:

- an email shd. be sent to members
- REFRIGERATOR MAGNETS WITH LIBRARY HOURS AND TELEPHONE NUMBER
- Could do better
- ?

Sample Answering: 4 responses

Q.14 How do you learn about the library's services and events (check all that apply)?

	Count	Percent of Sample Asked
Littleton Independent	90	53.3%
Posters and flyers	61	36.1%
"Reuben's Notes" Group on Yahoo	38	22.5%
Library Website	74	43.8%
Library Events Calendar online	19	11.2%
Printed Children's Room Calendar	28	16.6%
Cable TV	1	0.6%
Word of Mouth	61	36.1%
Genealogy email list	5	3.0%
Other:	23	13.6%

Q.14Specified_10 How do you learn about the library's services and events (check all that apply)? - Other:

- at the library
- stopped in
- Live two blocks away
- from visits to the library
- stopping by the library
- posters/flyers at the library
- In a pinch, I call or drive by
- visits to the library
- regular visits to the library
- I learn most about what's going on when I visit the library in real time.

- Action Unlimited
- flyers that come through the school
- Talking to library staff
- The librarians
- talking to the library staff on phone or in person
- Told by a librarian
- Common Sense
- My mom.
- Emails from Karen Smith
- email for new teen section
- friend
- school, my friends

Sample Answering: 22 responses

Q.15 Do you have access to the Internet at home?

	Count	Percentage of Sample Answering
Dial - up modem (AOL, Earthlink, Juno)	13	7.9%
Broadband (DSL, Cable)	142	86.1%
No	10	6.1%

Q.16 What is the one most valuable asset at the Reuben Hoar Library?

- STAFF
- The staff!
- librarians
- Excellent librarians who are very helpful and knowledgeable in finding resources and materials for customers.
- The people
- The employees!
- Great personnel!
- People
- A friendly staff.
- Library staff is always very friendly, and as helpful as possible given the small number of physical resources available on site.
- Helpful staff
- Without a doubt, it is the librarians. They are super helpful.
- The great librarians
- the staff (and interlibrary loan but I had to say staff first)

- The librarians
- the staff
- THE STAFF IS YOUR MOST VALUABLE RESOURCE - THEY ACCOMMODATE EVERYONE NO MATTER THE AGE GROUP FROM TODDLERS TO SENIORS IN A PATIENT, COURTEOUS MANNER AND ANSWER QUESTIONS NO MATTER HOW INANE EVEN IF THE INFORMATION IS AVAILABLE VIA COMPUTER, POSTER, OR OTHER SOURCES. THEY MAKE THE LIBRARY A COMMUNITY - WELCOMING TO ALL - - - -
- the staff
- the friendly and helpful staff
- the people
- the staff
- Very nice librarian. Like passing by as I go to Indian Hill Music.
- the librarians
- Helpful personnel.
- The staff!
- the librarians!!
- The very helpful library staff! (The interlibrary loan service is second on my list.)
- The staff
- The librarians
- It's friendly helpful staff. They have always assisted me in the past when I have had questions about where to find something. Suggested books for my daughters to read at various stages in their lives. Suggested various authors whom I might enjoy reading when I told them what type of books I liked.
- The staff.
- Personnel are terrific!!! Very customer service oriented
- the knowledgeable librarians!
- Librarians
- The Librarian's help.
- The helpful, competent staff
- The helpful and friendly staff
- Can I have two? The staff and the inter-library loan.
- People who work there and assist you.
- staff
- Accessible Librarians
- the staff
- Librarian help.
- staff assistance
- the staff :-)
- Employee knowledge of materials is excellent
- the wonderful people who work there!
- People who work there!
- & staff
- friendliness
- The staff
- The Staff....That said, I enjoy having the new books displayed separately, The AC in the summer, a nice place to work, no fines, wireless internet, variety of magazines and paper.
- The Staff

- The staff
 - A friendly and helpful staff and a great collection.
 - Staff
 - Staff
 - The librarians are above and beyond helpful.
 - The service given by the librarians and volunteers.
 - The Staff!!!
 - The helpful and knowledgeable staff!
- The people, are excellent, both employees and volunteers.
- the people
 - wonderful staff - always helpful
 - the people
 - The Staff
 - The helpful & friendly staff
 - great staff
 - The librarians! You guys are great.
 - the wonderful staff.
 - the librarians
 - The very helpful staff
 - The staff.
 - The staff
 - Librarians

CHILDREN'S ROOM

- Diane Haduch, although all the librarians, and I mean all the librarians are great. Contrast them to the staff at Acton.
 - Children's room staff is extremely helpful. The kids love the storytimes and the summer reading program/special summer activities.
 - Children's Librarians
 - I really enjoy the children's room and my son likes the arts and crafts that are always available to work on, he also likes the toys in the back of the room. The children's librarians are also excellent and somehow they remember the name of every child that visits the library.
 - Mrs. Haduch and Mrs. Sill who can pretty much help all four of our kids find something that interests them or something specific that they are looking for.
 - Mrs. Haduch Children's Room,
 - I love the children's room and my son does as well!
- Enjoying the crafts program here. everything.
The children's area is such a wonderful atmosphere.
Enjoy the children's library-especially the crafts area.
- The library working with the schools to help supply books/resources for school projects
 - school age stuff
 - For me the children's room is the best!The fact it is far removed from the really quiet part of the library makes going to the library much more relaxing and enjoyable for my kids! They LOVE going to the library!
 - children's room
 - As a teacher, I use the children's room. The librarian is always very helpful and the selection of books is great. I love the feeling in the children's room.

- Because I am a school librarian with a very tight budget, the library's greatest asset for me is the children's collection and the enthusiastic help of the children's librarian.
- Mrs. Haduch
- the children's area -- i like how you have a kids play area (other libraries in area don't have such a great kids area or even toys for kids to play with)
- For us as a family of 4 including children aged 7 and 10, it is DEFINITELY, ABSOLUTELY Mrs. Haduch. She is a great children's librarian. The best.
- Children's room
- Childrens' room
- children's librarians

MATERIALS

- Audio books
- books on cd
- Books,
- Books
- adult and children's fiction
- and also an excellent selection of books and reference material
- access to books
- The rich supply of books.
- and books
- books
- Great book selection including the book fairs
- Reference materials,
- Books,
- access to books I want and books for my grandson
- books
- Museum passes
- Museum passes
- Free Movies
- The movie selection, both in the children's room and downstairs.
- subscription to Value Line on line
- ability to get non-fiction books
- Standard library items kept up-to-date.

INTERLIBRARY LOAN AND CONSORTIUM

- Online book requests
- online request of materials.
- Interlibrary loan, online account access
- 1) Being able to request books through inter-library loan and pretty much get whatever the kids are looking for.
- the interlibrary loan system

Library exchange,

- Online requesting of books and interlibrary loans. I can get anything I need through Littleton.
 - and the inter-library loan program.
 - Availability of any book, even when the search has to involve another library.
 - the interlibrary loan service - it's like having 50 libraries in town!
 - Being able to get any book I want within a reasonable amount of time. (These would be books for pleasure reading, so immediate access is not critical). I use the online catalog and request system and I also like to browse the stacks.
 - Inter-library system
- interlibrary loan
- interlibrary loan
 - I like the access to the entire consortium's books. I use interlibrary loan frequently. I also love the mvlc.org website and being able to request and renew books online.
 - Internet access to look-up, request, and renew.
 - Inter-library lending, by far...
 - Interlibrary loan
 - inter=library loan
 - Interlibrary loan
 - Interlibrary loan
 - interlibrary loan/transfer online search/request for materials
 - Community access either via people or internet access

BUILDING

- The atmosphere, which is a direct relation to the overall setup of the locations of the different subjects. I find it comfortable and know where I want to be in the library and what books I can find there.
- Quiet, friendly atmosphere -- encourages leisurely taking in all that is offered.
- It is quiet
- mostly convenient hours

TEENS

- New YA area soon!!! Please make it good!!!!
- have large YA section

PROGRAMS

- All of the programs offered.
- The summer reading program for children is outstanding.
I also enjoy the monthly book club for adults
- on line calender

OTHER

- I'm a new user of the library, so I am not too familiar with it yet. However, I am very happy with what I know so far. Thanks.
- It's there when I need it.
- sense of community

- Information - where to find what I am looking for and most usually it is in the library or they get it for me.
- The library has grown with the community. The staff is good, the collection as well, and the network is a huge asset and a good deal for all of us.

Sample Answering: 139 responses, some chose more than one

Q.17 What one thing would you change about the library if you could?

- I would have more of everything, books, databases, resources, people for reference.

HOURS

- More hours
- More open hours.
- Expand hours of operation
- More late afternoon/evening/weekend hours.
- Increased hours
- The fact that it is closed on a day when all the kids in Littleton are home and searching for something to do.
- Bigger time range in which it is open.
- more hours
- I don't like the current schedule of the library. I can never remember what days/hours the library is open or closed. I wish the hours were more consistent across days.
- We think the library is great as is. The additional sundays would be nice.
- More hours!!!
- Hours - mornings on Tue, Thurs 4-9PM on Mon., Fri.
- More evening hours
- longer hours
- Longer hours
- more hours
- mid-week (wed?) morning early hours (8/8:30?) for pickup of ordered materials. I work in Cambridge and often only return late in the evening so picking up things is hard, esp if I have weekend plans too :-)
- Additional open hours
- Additional hours on Monday afternoons and evenings, Sunday hours in winter
- I would expand the hours although I have adjusted to these.
- open more hours
- longer hours
- More hours
- evening hours - add more
- more hours
- Extending hours a bit in the afternoons (close at 5 instead of 4, for example) and if resources ever become available, to have the library open on Fridays in the summer
- Increased hours of operation
- I would change the number of hours it is open--we want more, particularly on Thursday morning and Sunday.
- Hours

- more hours
- Have the library open more hours, either Sunday afternoons or Monday evenings.
- more hours if possible
- Open hours
- longer hours

MATERIALS

- bigger collection,
- More audio books. I drive 30 minutes each way to and from work.
- nothing really -- more books on cd, perhaps?
- increase selection of books on CD. I'd also expand the books on CD section and phase out books on tape. Ditto for VHS in favor of DVDs
- Expand the audio book section
- downloadable audio books, make the software you use able to put these on an iPOD. the downloadable books are a great idea but useless to anyone iwth an iPOD
- I wish the downloadable audiobook service was compatible with macintosh computers.
- I would get a Littleton library number so I could use the AudioBooks...I haven't asked yet, so it might be okay even though I am out of town using your fabulous library.
- There would b three copies of most loved books. movies, DVD's, and audio books.
- more copies of best selling books
- more diverse amount of books
- more non-fiction books
- More curent non-fiction books on display
- More non-fiction books like arts and crafts and hands on, or do-it-yourself books. I like to use books as an inspirational and motivational tool.
- The adult non-fiction seems old. I've looked for books on gardening, home improvement, holiday decorating and baking, typing and calligraphy, for a few examples, and found only very outdated books.
- Better selection of newer/contemporary books; most books published within the past 5 years or so I get via interlibrary loan.
- more older books available through Merrimac Library Consortium. They've been dumping old books which I would like to read.
- Greater variety of sci-fi and fantasy, most of the collection is either old or typical, there is not much that is atypical. Most of the collection can be found in the average used book store or a friends shelf. Keeping more out of print Sci-Fi/ fantasy would be great, as it can disappear.
- More music Cd's
- better music selection
- better movie and CD music library
- more current DVD's (especially independent films)
- More current offerings.

- Continue to update videos - order the DVD versions. My VCR is in its way out, and I will not purchase a new one because most media is on DVD these days.
- I find it irritating that the majority of the DVDs I get from the Children's room are scratched so badly they are unusable. I also get these through interlibrary loan, so this is a system-wide problem.
- You're doing an excellent job! I'd love to see more movies on DVD and more non-fiction materials for adults, but I know it's a budget issue. Please try to encourage customers to donate their no more watched movies and non-fiction books to the library.

BUILDING

- perhaps it exists, but a better way to communicate the layout of the library
 - Move it back to the yellow building - it had more soul.
 - Larger building, more comfortable furniture, and additional resources - staff and materials!
- Oh, should I move out of town?
- Need more space.
 - more space
 - more places to curl up and read a book
 - more space,
 - Needs more room.
 - Better physical building which would mean more room for better adult collection
 - more collection space
 - There needs to be more space.
 - The building. It's very ugly
 - The lobby.
 - cleaner bathrooms
 - I loved the old library, so if I could, I would wave my magic wand and make that building larger so it could serve as a library. A dream wish, of course !
 - That upstairs is so separate from the adult section. I have so much in my arms from the children's dept, I rarely get to even venture INTO the adult section.
 - The carpet on the stairs up to the children's room. It makes me dizzy!
 - I'm just dreaming here, but you asked. I would upgrade the facility to be on par with the Acton Library. Our library checks out more books than many libraries in the state. Our kids are enthusiastic, and so is the staff. The basement, where most of the adult books are, is florescent white and frankly depressing. Not to diminish what the library already is, and not to sound ungrateful -- but you asked. Bottom line, I would invest in what I see as Littleton's greatest asset. This is where our children come to learn. Whatever the staff is doing, it's working.

- **HAVING MORE SEATING FOR PERUSAL AND RESPITE FOR ALL AGES,**
- more comfortable furniture for reading

PROGRAMS

- I would love to see more story times for babies & toddlers. I understand that there is a waiting list for the current offering.
- Have a preschool storytime on Tues or Thurs am. My child is in school Mon., Wed., & Fri. mornings.
- I have heard some other libraries show kids movies monthly. that wold be fun!

- I think it would be good if there were some more programs for middle schoolers. However, if the middle school gets a librarian that might alleviate the need.
- More programs for kids
- change the hours of the toddler storytimes to be held around 9:30 or 10 a.m. instead of 10:30 a.m. *in addition hold them more frequently like other libraries in area (i.e. concord)
- might be a good place to hold once a week playgroups for moms with kids under pre-K age.
- invited guest speakers on various topic,

TEENS

- The teen book section should be larger.
- A more defined YA center.
- The YA area! and it's changing!!! make it a cool, fun place for us teens to hang out. We'll keep out of trouble and read more if we have a cool, kid friendly place to do it!
- more teen books
- Add excellent range of Nintendo DS games
- Get more graphic novels - shoen jump
- update YA section more often with new book releases

SERVICE

- Either not charging to make copies, or having Microsoft Word on the internet computers.
- Upgrade computers numbers and their capabilities. Install computer use queue (similar to Acton PL) to allow automatic access.
- More card catalog computers in non-fiction.
- library card necessary every time. Affects lots because of one
- I was unable to open the site. The only comment I would have is that there is too much talking in the library, including the librarians chatting with each other. I think the librarians set the tone for library conduct. Each library seems to have it's own ambiance. For example, Harvard and Ayer are very quiet, and it's easy to concentrate on what I'm reading. Thank you for the opportunity to share this with you.
- Quieter staff at checkout desk
- friendlier atmosphere downstairs
- A better way to find books at the right reading level for children. It would be great if, knowing your child's reading level in whatever leveling system his/her teacher uses, you could go to the library and search for books at that level.
- i find the website to be a little confusing -- needs to be a bit more user friendly.
- step by step easy instructions on how to find books etc on the library MVLS system
- You should post the monthly book club on your web site each month, with a summary of what its about.
- Be part of Minuteman instead of MVLC.

- Give them more funds
- Larger budget
- I don't think much needs to change about the library. It is more than adequate for my needs. I wish I could change my schedule so I had more time to take advantage of it! (My husband and I both work full time and have 2 very active kids)
- I'm satisfied the way it is.
- Nothing
- NA
- Seems to be fine to me.
- I like it as it is.

Sample Answering: 110 responses, some chose more than one

Q.18 How would you rate our services overall?

	Count	Percentage of Sample Answering
Excellent	95	56.9%
Very Good	60	35.9%
Good	12	7.2%
Fair	0	0.0%
Needs Improvement	0	0.0%

Appendix III. Strengths, Weaknesses, Opportunities and Threats



Reuben Hoar Library, Littleton Long Range Planning, Meeting 1 December 7, 2006

Strengths

Staff

Friendly, cooperative, helpful, knowledgeable

Children's librarians are welcoming, mentoring, knowledgeable

Children cannot leave the Children's Room on their own

Location on upper floor

Heavy door

No access to outside

Weekly library events are in the newspaper

Next Reads

Readers' Advisory

Can subscribe via email

Staff continuing education is supported by the Trustees; it enables staff

Website

Can request books online

Great Friends organization; supports Summer Reading Program

Summer Reading Program

Museum passes

Connected to Town Offices - brings in patrons

Display case on main floor

Great rapport between the Friends and Trustees; all the Boards work well together

Recent acquisitions displays

Displays are always changing

Don't have to pay to rent new books

Communication between the Library and the schools for assignments and summer reading

Children's book selections

Clever "Laid Back Reading" Club

Book Club Kits

Teen Book Club (school doesn't have)

Big section of large print books, easily accessible

Children's Room

Has a nice social aspect for parents

Play area

Projects for the children to make

Homework area

Databases

Novelist

Coffee!

Weaknesses

Lots of Westerns and mysteries

Hours

Not enough

Closed on Sundays

Less staffing

Parking

Not enough space to shelve books

Not enough space in general; feels crowded sometimes, especially in the summer

Is there any build-out space? (Trustees are looking into this.)

Not enough computers

People sometimes have to wait

Not enough in children's room - one for searching, one for homework

During Story Time, staff sometimes not available to help other patrons

No comfortable adult seating in Children's Room

Audiobooks

Would like new ones to be displayed

Not enough teen audiobooks

Can't tell if audiobooks are good for "family listening"

Elevator - slow; connecting with Town Offices

Only one circulation desk and it's up a staircase

Musical CD collection needs expanding

Lots of theft of current popular titles

Three floors

Often no staff on the ground floor

Ground floor seems like a ghost town

Finances

People don't know what the Library has

Opportunities

Indian Hill - collaboration possible in collection development and programming

Plan to implement a second circulation desk on the ground level

Community service projects for high school students (students need 36 hours to graduate)

Teens and Tweens LSTA grant

Teen audiobooks

Part-time job opportunities for high school students, especially in the summer

New state program to match funds that libraries and Friends groups raise

Other grant opportunities

Federal

Advertising on library website

Local business

Models - local grocery store advertising on Littleton Police car; Westford Sundays

sponsored by local businesses

Advocating to Town Finance Committee

Cooperate with other Town organizations for programming

Fundraising

- Comedy Night

- "Loaves and Fishes"

- Auction

Local artists displaying their work (Library gets a % of sales)

School children showing artwork

Project wall for high school students at the Library

Working with the schools

- New high school librarian in place

Technology training

What about all those Westerns?

Charge for use of meeting space?

Create more space for computers, patrons, and staff to increase use

- Model - Library "Commons" area at U Mass./Amherst

Energy savings with motion sensor lighting

Try out a new museum pass each year (New ICA museum?)

Threats

Funding cuts

Users have other sources for free books on the Web - exchanges

Encroachment by Town Offices for space

Losing young adults as users if the Library does not reach out

- Listen to teens

- Connect with teens

- Make Library relevant

Lack of publicity - students don't know what the Library is doing or what the Library has

Internet

- Downloading books, etc.

Obsolete equipment in the Library; having to upgrade

- Keeping up with technology and equipment

- Expense

Library needs to continue to bring people in or it will lose them (space like U Mass.)

In some cases, the Library is too fast with technology

- Technology leaves some people behind (e.g., some would still like a card catalog)

Demographics - losing people to warmer climates

Appendix. IV. Reuben Hoar Library Action Plan

To be developed annually.

Appendix. IV. Reuben Hoar Library Action Plan – 2008

- I. To continue to improve access to materials
 - A. Increase hours
 1. Seek funding to stay open Friday, Saturday and Sunday until 5 p.m. in FY 2004 budget.
 - Evaluation: Measure change in attendance
 - B. Continue to improve collection
 1. Seek restoration of materials line item to FY 2002 level in FY2004.
 2. Keep annual materials funding at least 19% of total budget to meet patron interests and state standards
 3. Evaluate at least two areas of the collection.
 - Evaluation: Number of titles added and withdrawn
 - C. Continue to develop ability to provide reader's advisory services
 1. Provide reader's advisory training at three staff meetings each year of this plan.
 2. Ensure that 75% of the staff has attended at least one three-hour workshop in reader's advisory work by June 30, 2004.
 3. Hold one workshop on using Novelist for patrons each year of the plan.
 - Evaluation: Survey patron satisfaction and measure the number of reader's advisory questions answered.
 - D. Continue to develop ability to provide information (reference)
 1. Ensure that 25% of the staff has attended at least one workshop on reference services during the year.
 2. Provide the necessary resources and equipment for reference services. Evaluate the needs annually and request funding.
 - Evaluation: Measure number of reference questions answered.
 - E. Improve access to the building from the back parking lot.
 1. Work with Facilities Coordinator to improve the access to the building through the elevator and to improve access for people who use wheelchairs and strollers.
 - Evaluation: Number of complaints is reduced.
- II. To connect the community and information resources.
 - A. Provide instruction in use of databases and catalog
 1. Evaluate the best approach to instruction by Dec. 31, 2002.
 2. Conduct two sessions by June 30, 2003.
 - Evaluation: Survey workshop participants
 - B. Provide information about local meetings, organizations, and issues
 1. Keep the Community Information database current by establishing a procedure for updating by December 30, 2002.
 2. Provide collections of information on local issues during each year of this plan.
 - Evaluation: Count number of local issues covered.
 - C. Publicize the resources available
 1. Continue weekly column in the Littleton Independent.

2. Increase the number of subscriptions to the electronic mailing list by 5% - from 257 to 270 by July 1, 2003.
3. Become proactive in telling other community organizations about library services by offering participation in at least one joint program each year.
4. Continue to explore and evaluate the best approaches to increased publicity.
 - Evaluation: Measure joint programs, number of e-list subscribers and number of weekly columns.

D. Provide supplemental resources for teachers and students in public, private and home-schooling situations.

1. Continue to provide supplemental materials to support the Massachusetts Curriculum Frameworks.
2. A library staff member will attend at least one school staff meeting in fiscal 2003. Evaluate this visit and develop a plan to reach public school teachers in subsequent years.
3. Present at least one program targeting home-schooling families each year.
 - Evaluation: Measure programs and presentations

E. Encourage literacy and awareness of resources for children from infancy on by continuing to provide a variety of programs for different age groups throughout the year.

1. Continue toddler times (3 series), preschool storytimes (30), summer reading programs (adult 41, Young Adult 8, Children (510) and the young adult reading group (20 sessions) at levels no less than the fiscal 2002 level.
2. Explore at least one new opportunity for programming.
3. Target one underserved group for additional services.
 - Evaluation: Measure programs and services

III. To provide a comfortable and friendly environment that supports goals I. and II.

A. Review and re-allocate use of space in the building.

1. Continue to provide meeting space for community groups
2. Increase technology available in meeting room
3. Contact non-profit community groups to offer meeting room space.
 - Evaluation: Measure individual and group use

B. Provide additional comfortable seating for reading in all areas

1. Fund the fiscal year 2004 capital expenditure for new and re-upholstered furniture, as shown in the library's capital plan.
 - Evaluation: Survey patrons

C. Maintain excellent service in an atmosphere of helpfulness.

1. Address service issues at each staff meeting.
2. Ensure that new staff members are trained to provide a high level of service.
3. Choose a way to encourage patron suggestions for improvement of service by September 30, 2003.
 - Evaluation: Analyze suggestions

- D. Keep policies and procedures up-to-date and relevant.
1. Systematically review and update all policies.
 2. Complete a well-organized Procedures Handbook
 - Evaluation: Review policy and procedures notebooks

Approved this fourteenth day of May, 2007 by the Trustees of the Reuben Hoar Library:
