

Morrill Memorial Library Long Range Plan 2016-2021

The Board of Library Trustees recognizes the contributors to this plan for the future services of the patrons of the Morrill Memorial Library:

- ❖ The planning committee and consultant
- ❖ The community visioning participants
- ❖ The survey respondents
- ❖ The dedicated and enthusiastic library staff that will implement and execute the plan.

The library trustees, community members, and library staff shared eagerness and sincere generosity of their time and thoughts to envision a future for the library and the town of Norwood.

This five-year plan intends for the library to not only remain dedicated to its users, but also to remain responsive to changes in technology, culture, and to the economic future. This plan will act as both an instrument of positive change and a commitment to the ongoing excellent services that the library already provides.

This plan was unanimously approved and adopted by vote of the Board of Library Trustees of the Morrill Memorial Library in Norwood at their regularly scheduled meeting on September 8, 2015.

Board Members, FY16
Cashman Kerr Prince, Board Chair
Susan Pipes, Board Vice-Chair
Sarah Begg
John Hall
Deborah Henry
Patricia Hines

**Cashman Kerr Prince, Board Chair FY16
September 8, 2015**

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Library Committee, 2014-2015

John Hall, Committee Co-Chair Trustee
Patricia Hines, Committee Co-Chair Trustee
Charlotte Canelli Library Director

Community Focus Group, March 16, 2015
Morrill Memorial Library - Cushing Reading Room

Nancy Rea, Facilitator **Jen Bradley**, Norwood High School (teacher)
Julie Connor, Norwood High School (student) **Patricia Fanning**, past trustee
Joseph Greeley, Finance Committee **Deborah Henry**, Friends of the Library
Andrew Howard **Veronica Lapin**, Literacy student
Lee Leach **Mike Lyons**, Selectman
Joan McDermott **Peter McFarland**
Gerry Miller, Superintendent of Recreation **Dolores Elias**
Allison Palmgren, Technology Librarian **Kate Tigue**, Children's Librarian
Charlotte Canelli, Library Director

Trustee Focus Group, May 26, 2015
Morrill Memorial Library – Trustees Meeting Room

Nancy Rea, Facilitator **Sarah Begg**
John Hall **Deborah Henry**
Patricia Hines **Susan Pipes**
Cashman Kerr Prince **Charlotte Canelli**, Library Director

Staff Focus Group, June 5, 2015
Boyden Library - Foxborough, MA

Deb Hoadley, MLS Consultant **Charlotte Canelli**, Library Director

Hope Anderson	Janet Daly	Carla Howard	Mary Madadi	Joanne Rabbitt
Victoria Andrienas	Michele DeGrazio	Nancy Ling	Linda McCusker	Elizabeth Reed
Patricia Bailey	Donna Jean Downer	Norma Logan	Patricia Monahan	Cynthia Rudolph
Marg Corjay	Jillian Goss		Jeannie O'Toole	Kate Sheehan
April Cushing	Irene Gotovich		Allison Palmgren	Kate Tigue
Fran Dalton	Geraldine Harrold		Diane Phillips	Bonnie Wyler

Staff and Department Head Retreat, July 28, 2015
Marion, MA

Nancy Rea, Facilitator **Charlotte Canelli**, Library Director

Patricia Bailey	Michele DeGrazio	Diane Phillips	Cynthia Rudolph	Kate Sheehan
Jane Bradley	Irene Gotovich	Joanne Rabbitt	Elizabeth Reed	Kate Tigue
April Cushing	Allison Palmgren		Jean Todesca	Bonnie Wyler

MORRILL MEMORIAL LIBRARY MISSION STATEMENT

The Morrill Memorial Library is a vital community center which provides innovative and effective services to all users to enrich their lives with cultural, educational and recreational programs and materials.

MORRILL MEMORIAL LIBRARY VISION STATEMENT

The Morrill Memorial Library will be a welcoming, inclusive hub accessible to all. Through strategic partnership with local organizations, the library will anticipate and fulfill community members' aspirations.

SERVICE RESPONSES

All three groups (Community, Trustees, and Library Staff) contributed ideas to this plan and considered possible roles for the library to serve in the Norwood community. Of the 18 roles suggested by *Strategic Planning for Results*¹, all three groups agreed upon two:

- ❖ **Satisfy Curiosity: Lifelong Learning**
- ❖ **Create Young Readers: Early Literacy**

Two of the groups also agreed upon two additional roles:

- ❖ **Celebrate Diversity: Cultural Awareness**
- ❖ **Know Your Community: Community Resources and Services**

In addition, the Board of the Library trustees recognized the importance of these two important services:

- ❖ **Learn to Read and Write: Adult, Teen and Family**
- ❖ **Connect to the Online World: Public Internet Access**

These roles guided the development of the goals and objectives of this plan on page 10 and as described in the Community Profile on page 6.

¹ Nelson, Sandra. *Strategic Planning for Results*. American Library Association. Chicago: 2008.

Planning Process, Methodology and Needs Assessment: In September 2014, the Board of Trustees appointed a Planning Committee composed of the Director Charlotte Canelli and Trustees Patricia Hines, Patricia Reardon and John Hall.² The committee met in early November 2014 with Deborah Hoadley, Massachusetts Library System consultant to discuss the long range planning process for Massachusetts libraries. The committee created a timeline of tasks, events, and meetings in order for the plan to be complete and submitted to the MBLC on or before October 1, 2015. The process and timeline were presented at the meeting of the Board on November 11, 2014 and members directed the committee to move forward.

In December, the Committee issued an RFP for a Consultant to help with the planning process. In February 2015, the Board contracted with Consultant Nancy Rea. The planning process recommended and used was based on a nationally recognized library planning resource, "Strategic Planning for Results" by Sandra Nelson. The process emphasizes the importance of assessing the needs of the community served by the library and determining how the library can best help meet some of these needs.

To determine the needs of the Norwood community, a Community Committee was convened and facilitated by Consultant Nancy Rea. During a three-hour meeting in March, the group discussed current trends and how the library might be affected and possible roles for the library in the community. The group also developed possible visions for the Norwood community with the intent that the library's vision and mission statements would align with these community desires. Finally, the group developed goals that might be possible for the library to include in the new plan. Work by the group was accomplished through various individual and small group exercises and activities.

The Board of Trustees and the library Staff were also consulted for input. The Trustees met with the consultant for a three-hour meeting at the end of April 2015 where they completed many of the same exercises as the Community Committee with more focus on a vision for the library. The Staff contributed input at their annual Staff Development Day and at a special Staff Retreat. Again, the Staff completed many of the same exercises. Both the Trustees and Staff contributed ideas for possible goals.

In addition to the Community Committee input, the Planning Committee developed a survey, which was available in both electronic and paper format and was widely distributed in the community. Users and non-users were invited to participate in the poll during the month of May, either online or in print. The library reached out in many ways for survey responses, including Facebook, Twitter, the library's website, local media, and cable local access. Ms. Canelli described the long-range process and survey in the weekly From the Library column in the local newspaper. 500 responses were received by May 31, 2015. Results were reviewed by library staff, the Board of Library Trustees, and the committee. John Hall, library trustee, submitted an extensive analysis of the survey. Survey results are recorded in the Appendix A1 of this plan.

In June, twenty-eight full-time and part-time library staff attended the annual Staff Development Day. A three-hour focus group was included as part of the day at an offsite

² Ms. Reardon did not seek re-election to the Board of Library Trustees in April 2015 and resigned from the committee in March 2015.

location. Deborah Hoadley, consultant with the MLS, facilitated the discussion, including a SWOT analysis.

As a follow-up to the Staff Development Day workshop, an all-day staff retreat was held on July 28. Fifteen key staff attended, including all library department heads. Ms. Rea facilitated the large- and small-group workshops.

The Planning Committee, Director and Consultant held several meetings to discuss and analyze input from the various sources. The Director, Staff and Consultant also met. The Director and Consultant met or talked numerous times to coalesce the information gathered. A timeline of the entire process is available in Appendix A3 of this plan.

The committee reviewed a draft of the Plan in August and a final version was approved by the Board of Library Trustees at the September 8, 2015 board meeting.

Historical Background of the Library: When the library renovated at the turn of the 21st Century the building committee was strong in its belief that the granite walls of the library, placed on this corner just off the center of town in 1898, must stay intact. (The 1898 library building received a wing in 1928 and an addition, which doubled the size of the library, in 1965.) The last renovation of the Morrill Memorial Library began in the early 1990s. The Library Building Committee (Board of Library Trustees and staff), the Permanent Building Committee, and the Massachusetts Board of Library Commissioners were all involved in the project. The newly renovated building (within the same footprint of 28,000 square feet) opened to the community in June 2001.

Past Long Range Plans of the Library: The 2004-2008 Long Range Plan focused on both restoring excellent library services to the community in the new building and completing the interior and exterior plans for the building. The 2010-2015 Long Range Plan focused on continuing that service and maintaining the facility. This 2016-2021 Long Range Plan focuses on changes in library service and technology, the traditional culture and emerging diversity of our community, and planning for the future.

Community Profile of Norwood: At one time Norwood was a community of farms, tanneries, publishing houses and small businesses. Now the town (population approximately 28,000) is included along the edge of the MetroWest community, just south and to the west of the immediate suburban region surrounding Boston.

Norwood's history shows a strong pattern of immigration and assimilation. When first settled in the eighteenth century it was known as South Dedham. The farming community evolved in the nineteenth century to include industry including tanneries and later printing businesses. This industrial base made the town attractive to immigrants. Over the years English farmers were joined by people from Europe, the Middle East, and more recently from Russia, India and other countries. Neighborhoods where immigrants settled supported stores and places of worship reflecting their tastes and traditions. Neighborhood nicknames (Cork, Swedeville, Germantown) persist into the 21st century. Social clubs still offer welcome opportunities for companionship.

Residents of Norwood take pride in their community. They feel the town is stable and well run. There is an emphasis on conservative practicality coupled with concern for the well-being of residents young and old. Both schools and services for senior citizens are valued.

Streets are paved and well lit. Fiscal stability and careful planning is factored into municipal funding decisions. Taxes are low in comparison to surrounding towns. Many people who are raised in Norwood try to remain here. Norwood's residents continue to have practical, achievable goals which are valued above dreams that are perceived as unreasonable, excessive or wasteful. The library is supported by the community although it always competes for funding.

These are the significant characteristics of the town, community and library:

- a) There is no recent master plan covering all of Norwood, although there is a recent master plan for downtown Norwood. Recent plans focus on economic development, open space and recreation. However, important projections for Norwood can be found in many online sources. Most importantly, Norwood is 'a nearly built-out community' or one that has little room for expansion. Development plans identify "areas for economic development, new and renovated housing, resource protection and recreation, and transportation improvements to reduce congestion for residents and businesses. A town center revitalization plan for transportation improvements, resource protection, and mixed use residential and commercial development is a linchpin in this initiative."³
- b) The library is situated directly off to one side of the town center on one of the main roads of the downtown commercial district. Two MBTA commuter rail stations serve the town center which also accommodates various churches, the Town Hall, community hospital and all other town departments. The library has an opportunity to serve as an **informational center in Norwood**.
- c) The population in Norwood declined steadily in the late 1900s and early 2000s with official predictions that the population decline will level off and increase slightly in the coming decades approaching almost 30,000 residents by the year 2020. The population decrease was reflected in smaller family sizes from 2.60 in 1990 to a prediction of 2.38 in 2020. ⁴ While families will continue to be active library users, the number of children in Norwood will remain stable with families expecting **early childhood and early literacy services**.
- d) Surrounding communities grew between 1980 and 2000. These are more affluent communities with open space for homes directly surrounding Norwood. In the past several years, and since our library's last Long Range Plan, many libraries in the immediate area have renovated and rebuilt with additional space. Westwood, Walpole, Canton, Milton, Norfolk and Millis are neighboring communities that have built libraries offering up to 2.25 square feet of space per town resident. (Norwood offers 1 square foot per resident.) Library usage has declined in Norwood in the past several years in both visitors and circulation. This could be an effect of neighboring towns offering more study rooms, larger community space, and library cafes. Specifically, monthly statistical reports document the decrease in usage of our library by Westwood patrons and the increase in usage of Westwood's library by Norwood's patrons. In the coming decade, Norwood's library needs to assess its **staff and public space**.
- e) A Town of Norwood Infographic Snapshot⁵ is attached to this Plan. It includes data gleaned from the U.S. Census 2010. Past European cultures have assimilated into the

³ (Town of Norwood Economic Development Committee, 2004)

⁴ (US Census, Metropolitan Area Planning Council, 2001)

⁵ (Charlotte Canelli/Allison Palmgren, 2015)

Norwood community in the 19th and 20th centuries and make up much of the population that is considered traditionally-Norwood. In the 21st century, Norwood will experience growing cultural diversity, embracing many more groups, and will need greater cultural awareness from all groups. The library can help support that **growth in cultural awareness**. Nearly 20% of Norwood's residents speak another language other than English. The library's Literacy Program, with its study and tutoring rooms, therefore should continue to be one of the priority services for the library. Space is at a premium in the library, which constrains and complicates expansion in even high-priority programs.

- f) The 2004 economic plan envisioned an aging Norwood population, but the reality is more complicated. There is growth in several segments of the population. The Baby Boomer community will be in many stages of retirement in the years leading up to 2020. Information from all sources report that housing will be populated by commuters and families looking for affordable housing and ease of transportation. Housing will also be sought by employees in the retail and industrial complexes in Norwood and surrounding towns. 80% of Norwood's population is over 18. These US Census figures and corresponding population distribution graphic reiterate the need for services of adults, particularly those aged 45 and older. Norwood's traditional and aging population, high literacy and relatively high graduation rate are consistent with its current services. These groups will be seeking **lifelong learning** in the Norwood community. In addition, the aging long-time Norwood residents will continue to desire the services of the library, including **Outreach services**.
- g) Norwood's residents will increasingly have need for job-searching skills, technology skills, and Internet access. While the unemployment rate is currently low in Norwood (under 5%)⁶, libraries across the country service populations visiting to fulfill these demands. In addition, many lower-income families are in need of **Literacy** and **Outreach** services, both of which are Morrill Memorial Library service areas. Housing costs in Norwood continue to be high and account for an increasing percentage of income. This is more evidence that Norwood's patrons will have an increasing need for the library's offering **Internet access, computer use and media collections**.
- h) In 2000, it was reported⁷ that one-third of the population over the age of 65 has a disability. It can be concluded that maintaining and developing the library's **Outreach program** will continue to be a priority.

User Survey Responses⁸

- a) 55% of the respondents were 55 years or older; 75% were 45 or older. This might reflect respondents who were willing to complete the survey but it might also be a good reflection that the library is not especially well-used by those between 24 year and 45 years of age. (Note that those users under 24 years of age are not well-represented in the survey.) Nearly 70% of our respondents come to the library several times a month or at least once a week. Another 21% come once a month. Less than 10% of our users who completed the survey come less than that.
- b) Respondents are generally very happy with library staff, they are looking for print materials, and they like to visit the library, but many also use our virtual services.
- c) Most respondents value the **library as 'place.'** They come to the library for information, for programs, to read magazines and newspapers, and to find a **quiet**

⁶ Self Help, Inc. 2014 Community Action Plan

⁷ Self Help, Inc. 2000 Community Action Planning

⁸ 2015 MML Survey (see Appendix)

place to read. Respondents are generally happy with our meeting and community rooms, our reading rooms, study areas, and the traditional feel of the library. However, it was evident in the survey that patrons are cognizant of library wear and tear, lack of study and meeting rooms, and need for a larger community room space.

- d) Changes from the 2010 survey indicate that more of our users are **visiting the library virtually** through our digital resources and through the Minuteman Library Network (73% of respondents use the catalog online). Anecdotal experience indicates that more users are visiting the website⁹ and connecting through their mobile devices. In the past five years, more of our users are using wireless Internet and bringing their own devices to the library. Respondents who indicated they used the library wireless internet access rose from 10% in 2010 to 25% in 2015.
- e) Programming at the Morrill Memorial Library has nearly doubled since 2010 and nearly 50% of the survey respondents indicated that they had attended a library program. Norwood's residents are seeking **educational and enlightening** programs as the library responds to this need. Partnerships currently include the Senior Center, the Friends of the Library, Norwood Housing Authority, Norwood Hospital, and TogetherYes. More **partnerships** with civic and business organizations will enhance the Library's programming and advocacy efforts.
- f) 23% of respondents brought children to the library to attend **children's programs**, study, or read. This number has increased 7% in the past five years.
- g) Marketing the library's **programs, events, and services** has been a priority since 2008. Respondents are finding the information they want through local media, social media, 53% are reading print and online newspapers. Others are finding information on the library's in-house flyers, posters, brochures, etc. A challenge for the future is to reach those residents and potential users who are not aware of our programs and services.

⁹ 54% of respondents indicate that they are finding information on the library's website.

GOALS AND OBJECTIVES OF THE 2016-2021 LONG RANGE PLAN

Goal #1 – All ages of the Norwood community will have enrichment and cultural experiences at the library through library events and programs.

- **Objective A** Provide targeted programs to all age groups including young readers and seniors.
- **Objective B** Provide opportunities for people from the community to display and share elements of their culture and creative ability.
- **Objective C** Provide and continually support the Literacy Program.
- **Objective D** Communicate with school personnel and encourage cooperation and collaboration.
- **Objective E** Work with the Friends organization to promote the library's mission, vision and goals.
- **Objective F** Market library services within the library and through local newspapers, cable television, and personal visits in the community as well as library and community websites and library emails.

Goal #2 – The Norwood community and library staff will enjoy a well-maintained facility and welcoming community space.

- **Objective A** Maintain the building interior through scheduled maintenance, updates and prompt repair.
- **Objective B** Maintain the building exterior through scheduled maintenance, updates and prompt repair.
- **Objective C** Maintain and improve the library's operating systems and equipment.
- **Objective D** Annually evaluate and plan for future space and use needs, and explore the possibilities of a Planning and Design Grant for future renovation/expansion or reallocation of space.
- **Objective E** Continue to provide the community with quiet study and reading space within the library.

Goal #3 – The Norwood community will have a well-trained and educated library staff.

- **Objective A** Provide varied professional development opportunities to all professional and para-professional staff.
- **Objective B** Encourage staff to learn skills and acquire knowledge using new tools and technology for continuous development.
- **Objective C** Research and apply for grant funding for staff enrichment.
- **Objective D** Encourage continuing and effective readers' advisory and customer service skills for staff.

Goal #4 – Our users will have access to informative, educational, entertaining or enlightening materials in all formats through visits to the library or from remote locations.

- **Objective A** Utilize and participate in automated resource sharing networks for access to all types of materials and information sources. Access and analyze reports generated and distributed by automated resource sharing networks and determine from those reports the most popular and desirable materials.
- **Objective B** Provide excellent readers' services to all library patrons.
- **Objective C** Increase awareness of all library material formats through displays, instruction, bibliographies, and signage.
- **Objective D** Maintain an active relationship with Town government, the Norwood Historical Society, and other community resources in order to assist in archiving and collecting Town of Norwood historical records.
- **Objective E** Provide and support Outreach Services to patrons unable to visit the library in person.

Goal #5 – Our library users will have guided and/or self-guided access to information in the library and from remote locations.

- **Objective A** Provide a user-friendly, current and comprehensive website for access to all information services.
- **Objective B** Provide high-speed broadband, Wi-Fi Internet access, and technological equipment to meet the demands of our users.
- **Objective C** Promote the library card and its use to all age groups both in the library and in the community.

- **Objective D** Promote the library's services at the Information, Children's and References desks, through library tours, and through online resources to both users and community organizations.
- **Objective E** Provide information about town and community resources through library services.
- **Objective F** Provide instruction for residents of all ages on safe and effective use of the Internet.

Goal #6 – The Morrill Memorial Library will have adequate funding from both town appropriations and alternate sources to provide its residents and community members and partners with excellent library services, programs, and materials.

- **Objective A** Seek adequate funding for increased programming, including early literacy.
- **Objective B** Seek adequate funding for the library's building and equipment including maintenance and improvements and library space needs.
- **Objective C** Seek adequate funding for library staffing needs, including staff education and development.
- **Objective D** Seek adequate funding for library print and digital materials.
- **Objective E** Seek adequate funding for incidental needs, including office and building supplies.
- **Objective F** Seek adequate funding for improved library technology.

ANNUAL EVALUTION

Recognizing that this is a strategic plan, the intent of the Library is for goals and objectives to be evaluated at least annually and adjusted as deemed appropriate.

Additionally, we will survey library users at least biyearly to ensure that services and facilities continue to meet users current and future needs.

ACTION PLAN FOR 2016

An action plan will be filed on December 1, 2015.

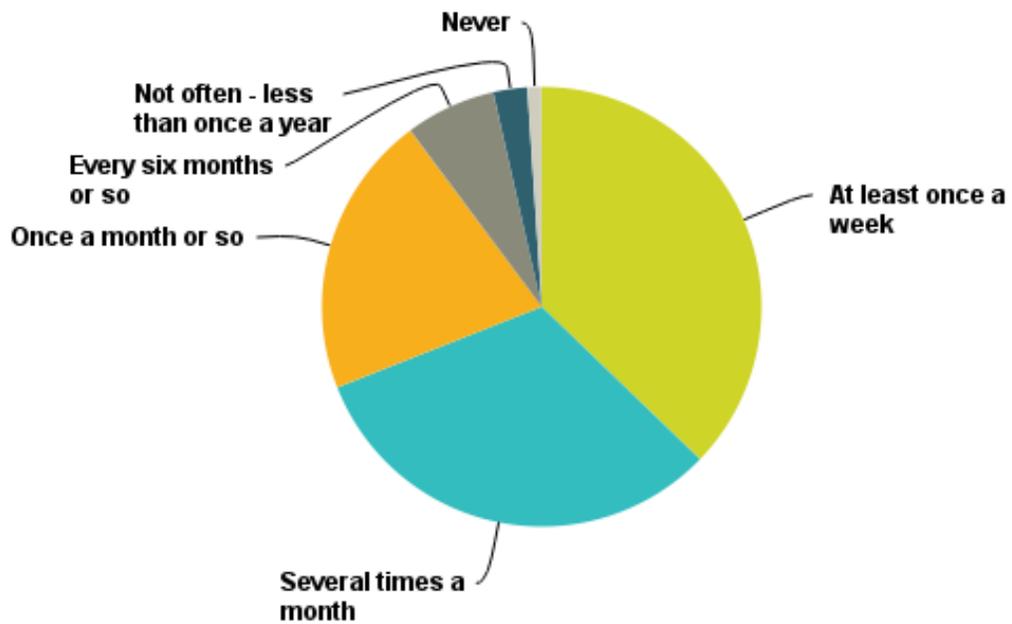
APPENDICES:

- A. Survey Description and Results**
- B. Morrill Memorial Library/Town of Norwood Community and Library Scan**
- C. Final 2016-2021 Long-Range or Strategic Plan Schedule (timeline)**

**Morrill Memorial Library
Long Range Plan
2016-2021
Survey Summary**

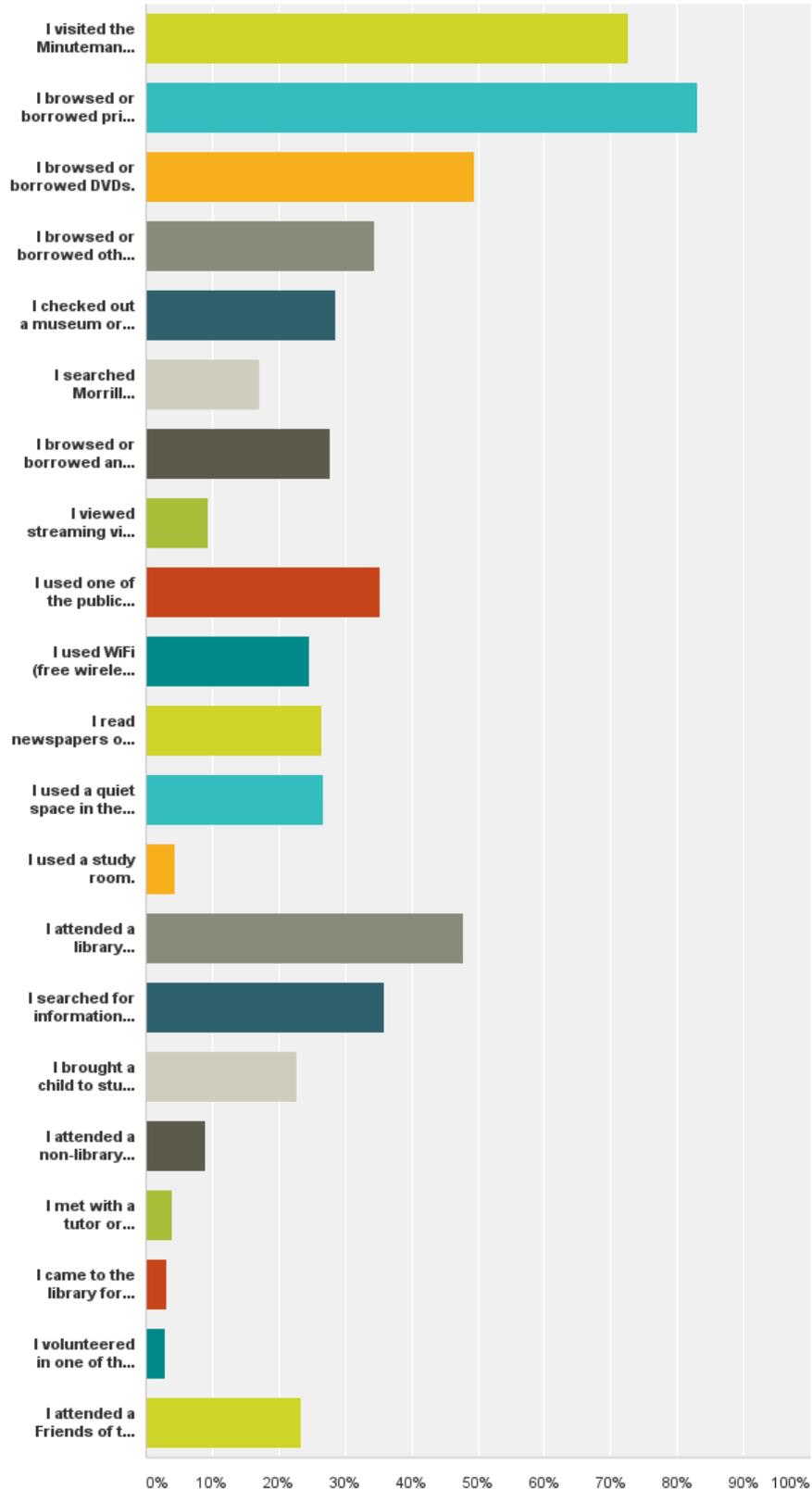
Q1 How often do you visit the Morrill Memorial Library online or in person?

Answered: 481 Skipped: 6



Q2 If you visited the library online or in person in the past 12 months, please mark all that apply.

Answered: 473 Skipped: 14



Q3 If you do not visit the library online or in person, what would draw you there?

Answered: 37 Skipped: 450

Comments ranged from “I actually did not know about some of the offerings and knowing those would have drawn me to the website”, “I just moved here and am still learning”, “I am taking care of a sick family member”, “later hours during in the week” to “more speakers, such as a medium or psychic.”

17 comments included in the survey results.

Q4 If you regularly visit the library online or in person, what keeps you coming back?

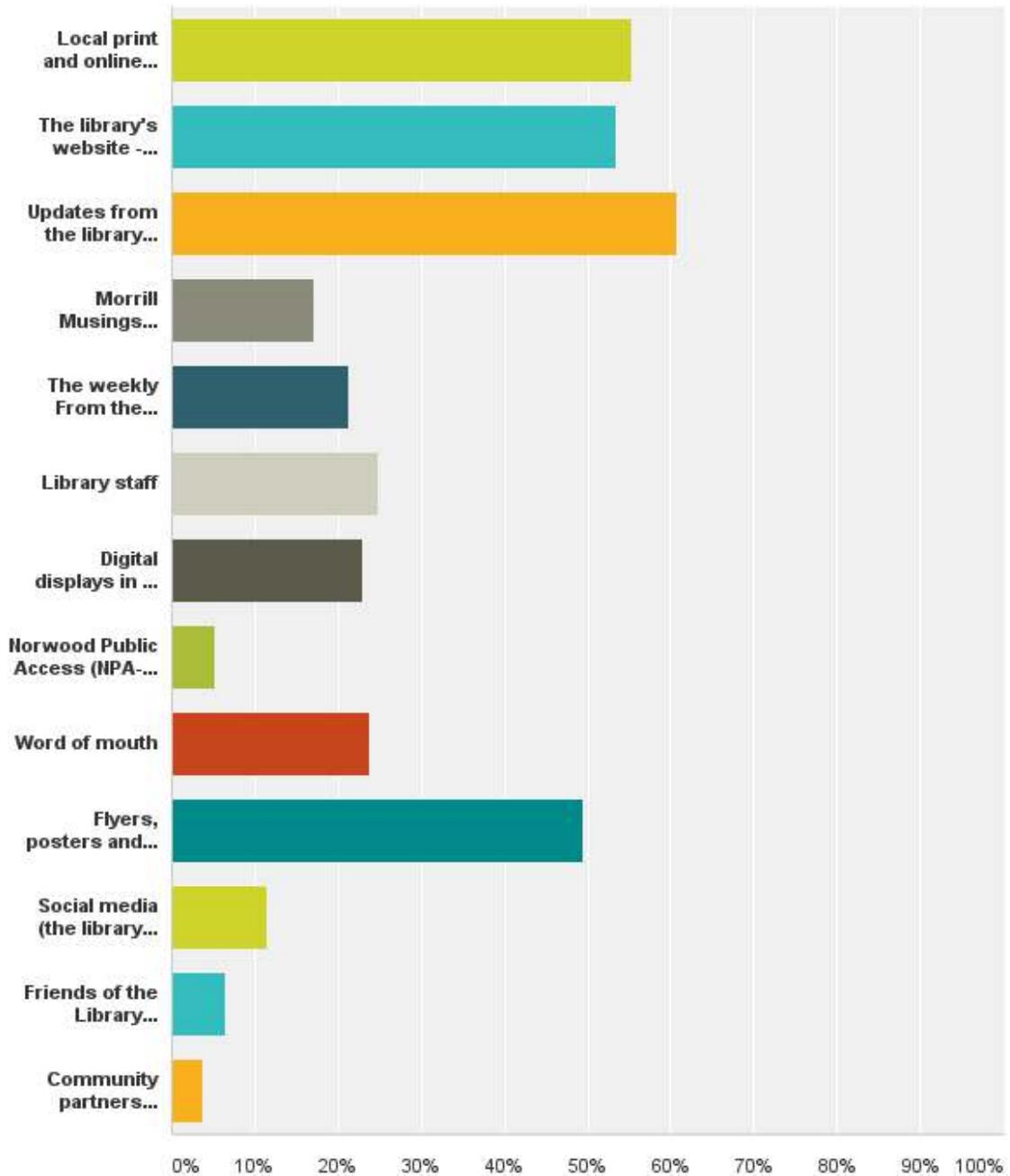
Answered: 390 Skipped: 97

Comments included: “The people who work there. Stellar!”, “book clubs”, “I don’t have a printer at home”, “the atmosphere and the selection of books.”

390 comments included in the survey results.

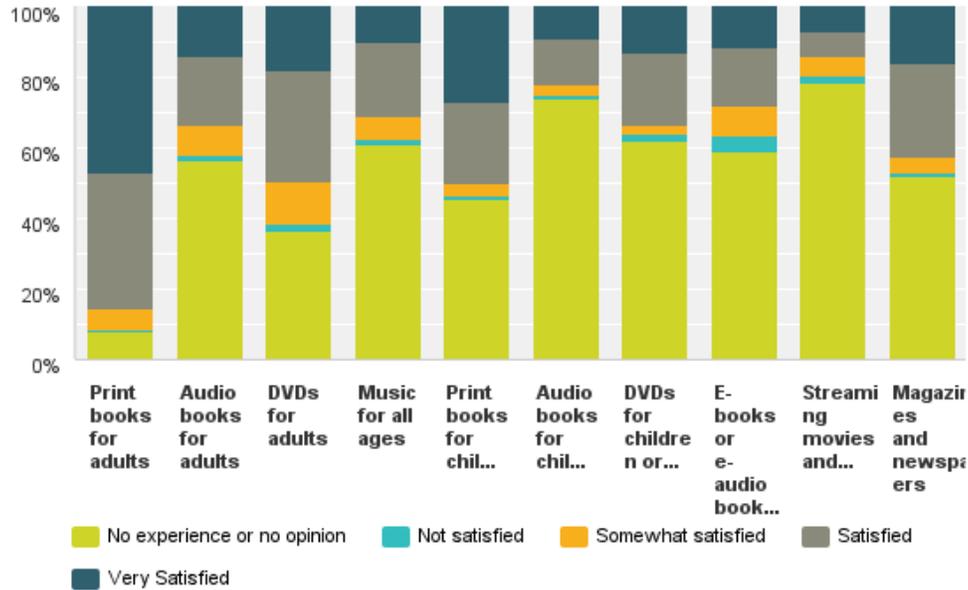
Q5 How do you find out about library programs and events? Please mark all that apply.

Answered: 473 Skipped: 14



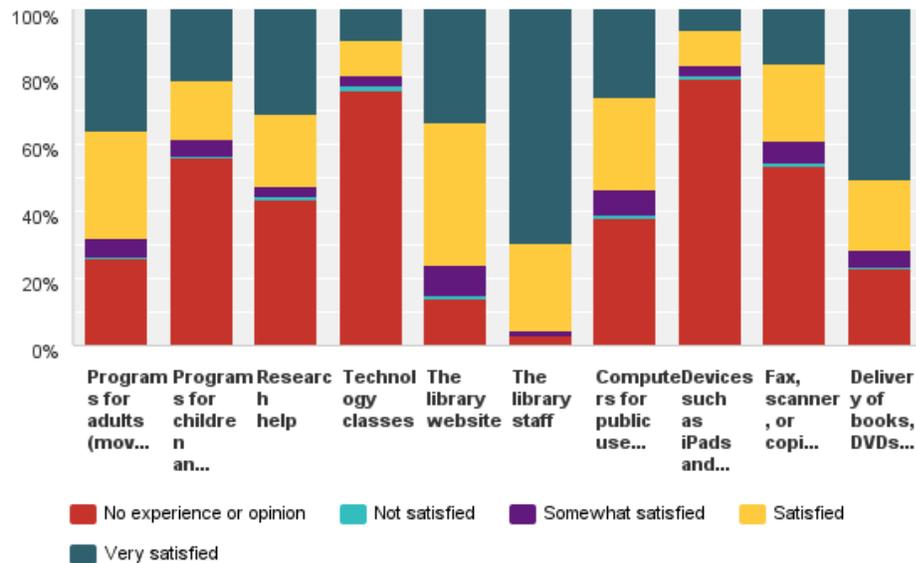
Q6 What is your opinion of the library's collection of books, DVDs, music, etc.?

Answered: 480 Skipped: 7



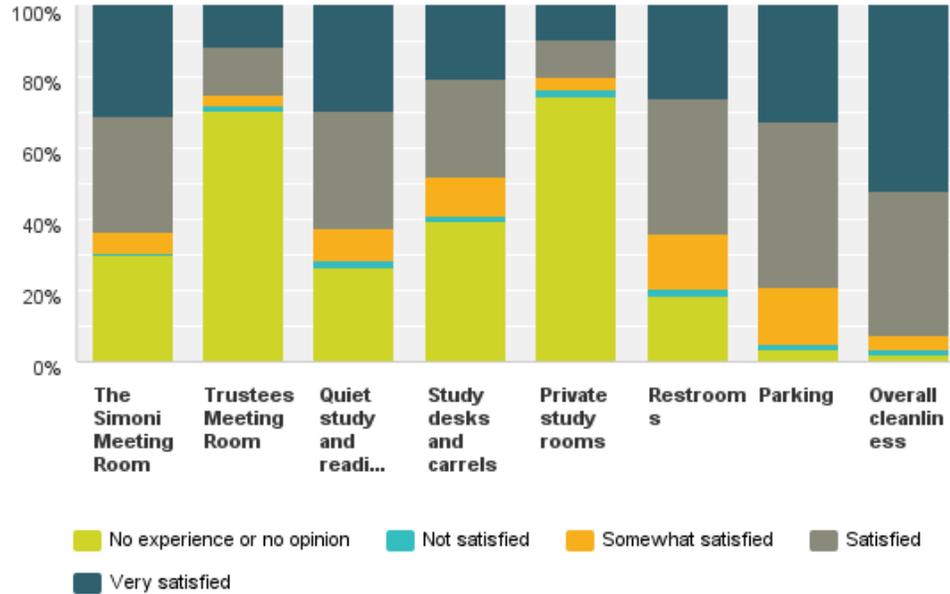
Q7 What is your opinion of the library's services?

Answered: 478 Skipped: 9



Q8 What is your opinion of the library's facilities?

Answered: 479 Skipped: 8



Q9 What new service or materials would be most useful to you or your family? Please share with us:

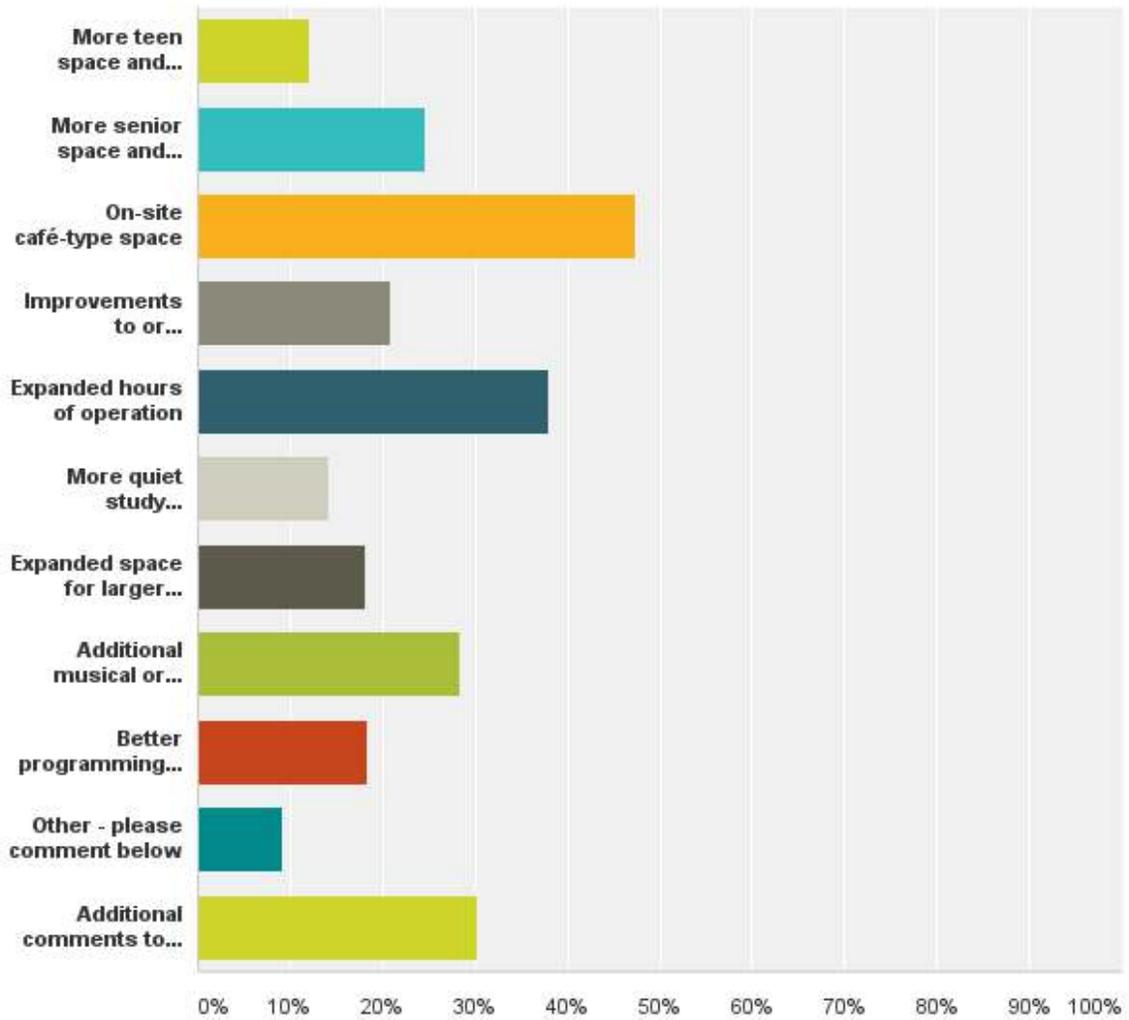
Answered: 135 Skipped: 352

Comments ranged from “a change machine”, “coffee”, “a café area”, “homeschool books and curricula”, “library newsletter sent by U.S. mail”, “more children’s programs”, to “more technology instruction.”

135 comments included in the survey results.

Q10 If the library could do anything to improve your library experience, what would it be? Please share your thoughts with us by choosing the three most important to you and comment in the space provided below.

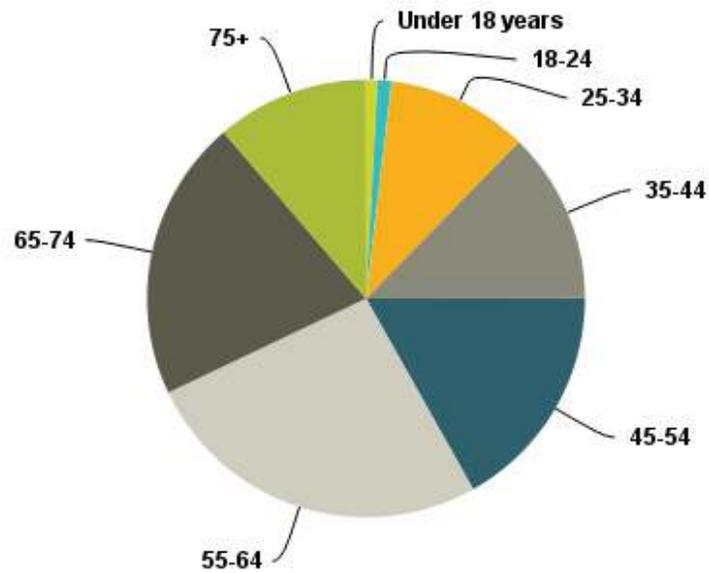
Answered: 413 Skipped: 74



125 comments included in the survey results.

Q11 Please share your approximate age with us.

Answered: 480 Skipped: 7



Q12 Is there anything else you'd like to tell us?

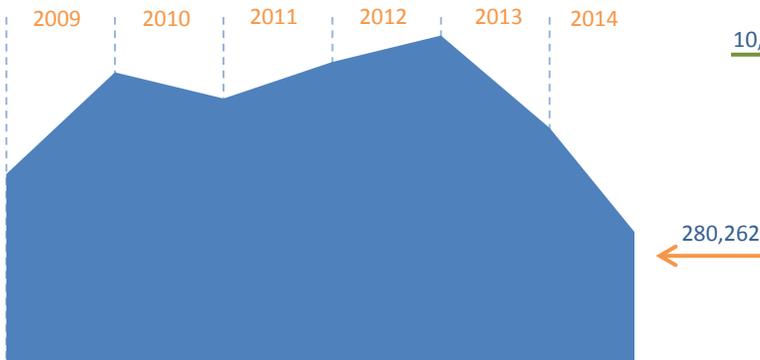
Answered: 164 Skipped: 323

Comments included: "beautiful building", "excellent! Keep up the good work", "a gem among the resources in town", to 'perfect.'

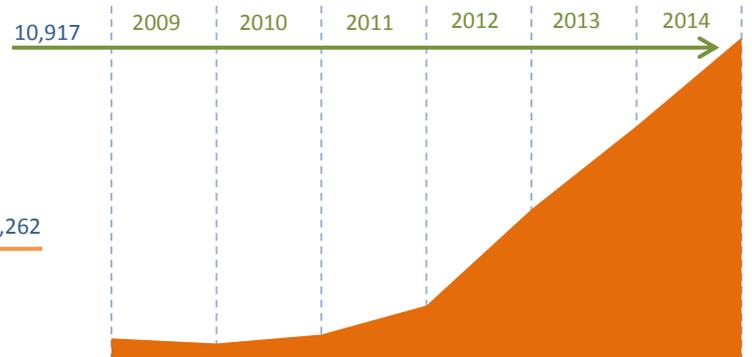
164 comments included in the survey results.

Morrill Memorial Library PAST – PRESENT – FUTURE

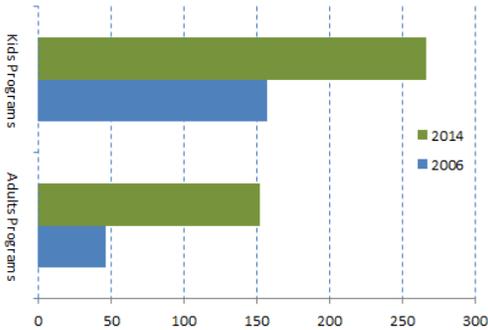
CIRCULATION OF PHYSICAL ITEMS



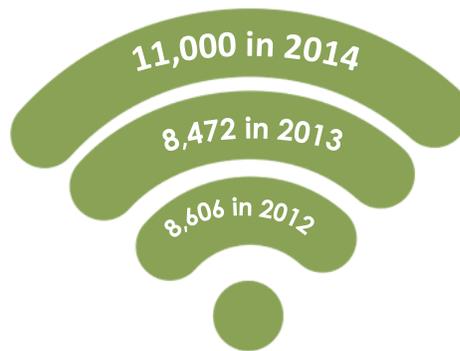
CIRCULATION OF DIGITAL ITEMS



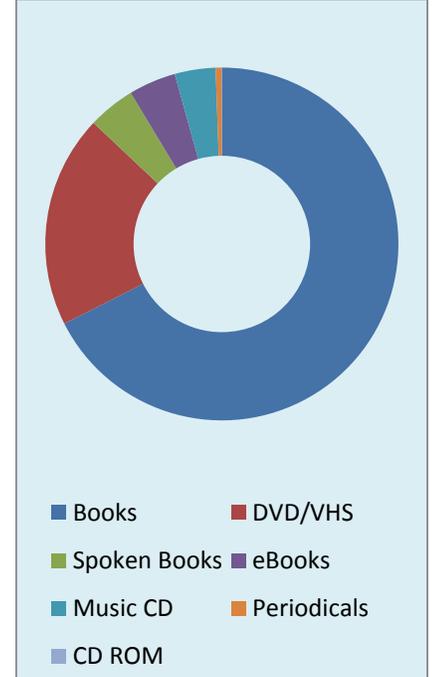
ALL PROGRAMMING



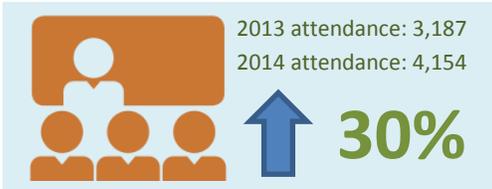
WIFI USE



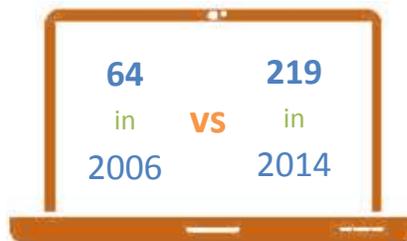
CIRCULATION BY TYPE 2014



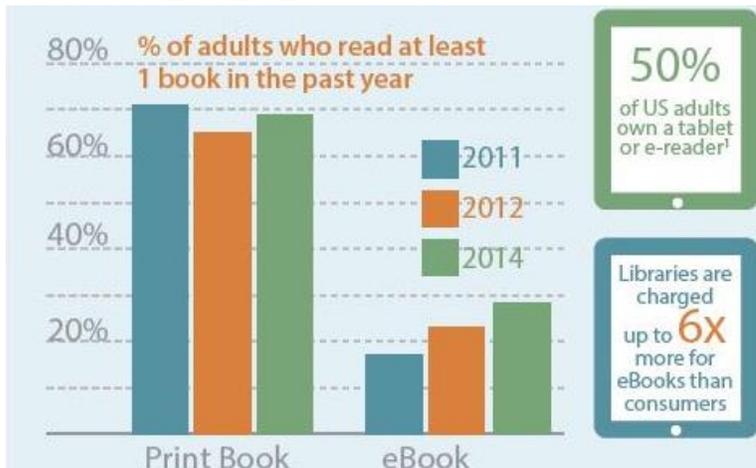
ADULT PROGRAMMING ATTENDANCE



TECHNOLOGY CLASSES



NATIONAL TRENDS*



*Pew Research Center's Internet Project Omnibus Survey, 2014

NEW TO OUR LIBRARY

Here are some of the innovating things that the Library has done since 2013:

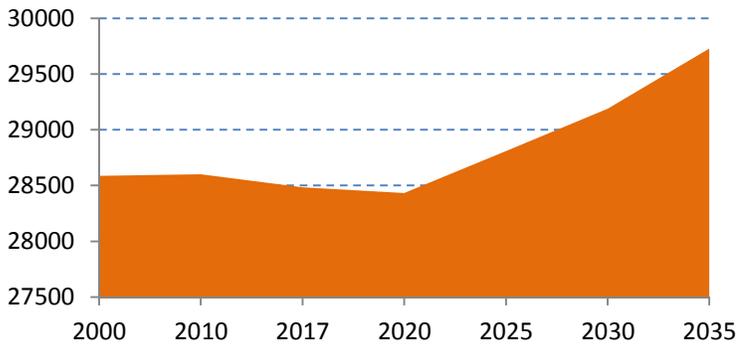
- + Began holding paperless Board meetings
- + Provides iPads for kids and adults for in-library use
- + Created a circulating collection of knitting needles
- + Began offering a digital movie/TV/ music collection
- + Started a foreign language collection
- + Introduced Self-Checkout
- + Started using Social Media



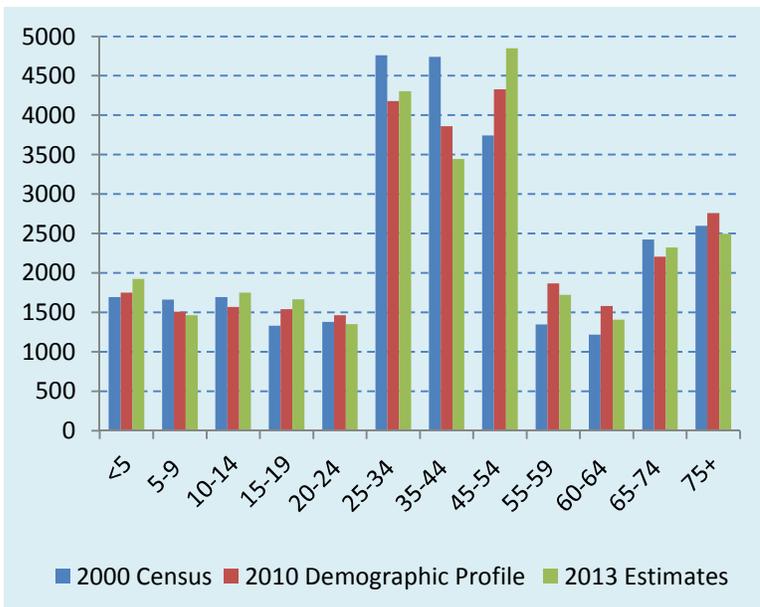
Town of Norwood

PAST- PRESENT – FUTURE

POPULATION*



POPULATION BY AGE*



NORWOOD SCHOOL POPULATION*



EMPLOYMENT & LIVABILITY*



74% of workers travel out of town for work. About 6,487 commute into Norwood for work daily.



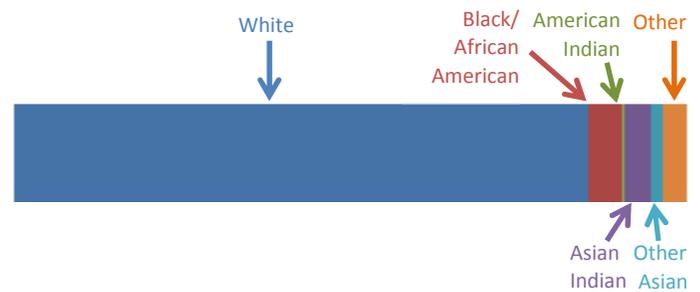
The estimated Median Household Income in 2012 was \$73,186 vs \$65,339 for the state as a whole.



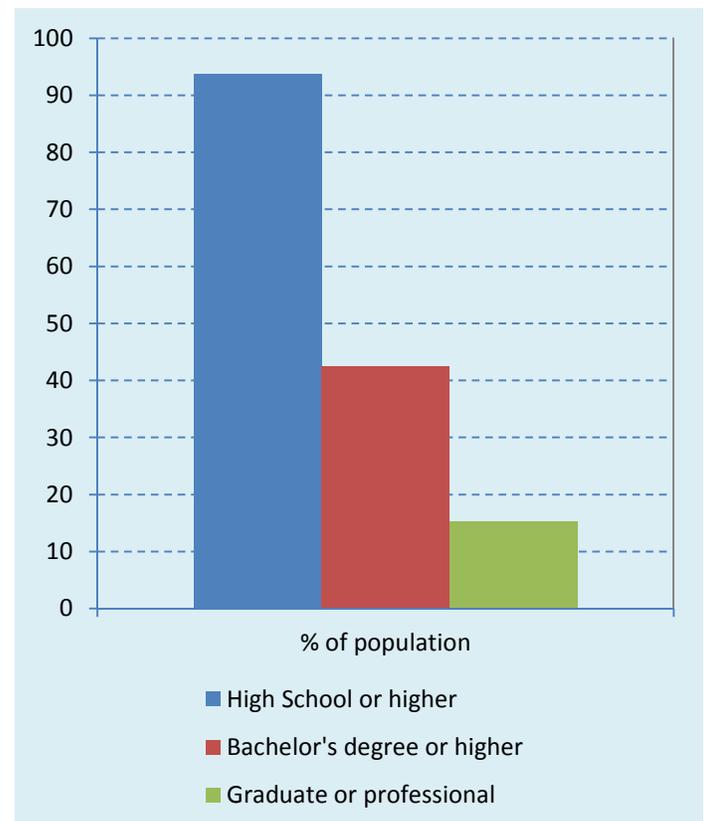
The crime rate per 100,000 in Norwood was 114.8 vs a national average 298.9.

4.9% UNEMPLOYMENT

POPULATION BY RACE*



EDUCATION LEVEL*



**Morrill Memorial Library
Long Range Plan
2016-2021**

FINAL 2016-2021 LONG-RANGE OR STRATEGIC PLAN SCHEDULE

When	What	Who leads?
May 2014	Board appoints members of Long Range Plan Committee (John Hall, Patricia Hines, Patricia Reardon, Charlotte Canelli) to begin work in November 201	Board of Library Trustees
Nov 6 2014	Members of the Long Range Plan Committee meet at the library from 10am-12pm with Deborah Hoadley, MLS Advisor	Director & LRP Committee
Nov - Dec 2014	Receive Board input on structure of LRP Community (Focus) Group, i.e., types of members to recruit and specific names	LRP Committee
Dec 1, 2014	Action Plan for 2011-2016 Plan submitted to MBLC	Director
December 2014	Patricia Hines and Charlotte Canelli attend webinar on effective surveys (one hour each: Dec 2, 9, 16, 23)	
December 16, 2014	Director writes RFP. Compiles list of consultants. Invites candidate consultant/facilitators to submit proposals with deadline of January 15, 2015. Committee edits and reviews RFP.	Director
December 17, 2014	RFP sent to list of ten consultants	Director
Jan. 15, 2015	Deadline for receipt of proposals.	Director
Jan. 27, 2015	Committee meets to discuss candidates	Director & LRP Committee
Feb. 3, 2015	4 pm phone meeting of committee to discuss questions and candidates.	Director & LRP Committee
Feb. 4, 2015	Director makes references calls for two candidates and compiles for committee.	Director
Feb. 10, 2015	Interview (by phone) candidates for Consultant/ Facilitator and select and hire Consultant/Facilitator.	Director & LRP Committee
Feb. 10, 2015	Finalize list of types of Community (Focus) Group members and assign responsibility for contacting and recruiting members from prioritized lists of candidates. Finalize range of possible dates for Community (Focus) Group meeting as March 16 to March 31, 2015.	Director & LRP Committee
February 2015	Using prioritized lists, contact and recruit members for all slots on Community (Focus) Group. Use Doodle pool of Community (Focus) Group members and Consultant/Facilitator (using e-mail addresses obtained during recruitment) to finalize Community (Focus) Group meeting date within designated range.	Director & LRP Committee
March 10	LRP meets 11 am with Nancy Rea	Director & LRP Committee
Mar 16 2015	Community (Focus) Group meeting Facilitator/Consultant writes up results of Group meeting Other input to Vision statement 1	Trustee Consultant Director
Apr 2015	Create survey using Survey Monkey	Director and Consultant & LRP Committee

**Morrill Memorial Library
Long Range Plan
2016-2021**

April 9, 2015	Nancy Rea meets with staff department heads to describe process of strategic planning	Director and Ms. Rea
April 28, 2015	Trustee Focus Group Other input to Vision statement 2 Board meets as focus group to develop Vision statement components, same as process used by Community Group. Consultant facilitates	Director and Consultant & LRP Committee
May 2015	Survey of Community via web and print; post to media outlets, social media outlets. Distribute to senior center and within library.	Director and Consultant & LRP Committee
May 28, 2015	Director and consultant discuss survey results via phone	
June 2015	Analyze survey results and prepare report on same.	Facilitator/Consultant, Director & LRP Committee
Jun 5, 2015	Staff Development Day Focus Group Staff meet as focus group to develop Vision statement components	Deb Hoadley, MLS advisor and Director
June 16	Nancy Rea and Charlotte Canelli meet with Alli Palmgren, Kate Tigue and April Cushing re: next steps, survey results. Meet with John Hall and Pat Hines phone conference	Consultant, Director
July 6, 2015	Nancy Rea and Charlotte Canelli meet Falmouth Public Library to discuss plan, progress, goals	Consultant & Director
July 21, 2015	Nancy Rea and Charlotte Canelli phone meeting to discuss retreat	
July 28, 2015	Staff Retreat Other input to Mission, Vision and Goals	Consultant & Director
July 2015	Developing Goals, Objectives and Action Items With assistance of Consultant, Director drafts goals, objectives and action items. LRP Committee reviews and comments. Director revises and finalizes plan.	Consultant, Director & LRP Committee
August 10-14	Nancy Rea and Charlotte Canelli work on plan via phone	Consultant, Director
August 14	Charlotte Canelli finishes draft for committee	Director
August 14-24	Committee reviews, edits, revised draft	LRP Committee
August 24-30	Nancy Rea and Charlotte Canelli finalize document for Board	Consultant, Director
August-September 2015	Final Approval of Plan Board receives draft plan by September 4, in advance of September, 8, 2015 Board meeting. At Board meeting, comments are discussed, revisions are made, and revised plan is approved. Submission date for approved plan is one or before October 1, 2015	LRP Committee, Director and Board