



Dorothy Alling Memorial Library

FINAL DRAFT

LONG RANGE PLAN

FISCAL YEARS 2008-2013

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Completed November 2007

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I. Introduction and Acknowledgements

Throughout 2007 Dorothy Alling Memorial Library (DAML) undertook the task of generating a Long Range Plan (LRP) to set goals and objectives as well as to guide library activities through fiscal years 2008 through 2013. The LRP will assist in the identification of unmet community needs and the utilization of library resources. The project was conducted by a committee consisting of senior library staff, members of the Boards of Trustees and Friends of the Library and a group of fourteen community members which included business owners, educators, parents, retired persons, high school students, a Rotary member, a daycare provider and a board member of the Williston Historical Society. It drew significant input from the library staff and from community members in a survey. This plan is based on the American Library Association's publication *The New Planning for Results: A Streamlined Approach*, a nationally recognized library planning tool written by Sandra Nelson.

The DAML would like to thank the following individuals for their assistance during this process. Long Range Plan Committee members: Clair Aimi, Melanie Boggs, Bob Bradish, Norm Burnett, Betsey Dempsey, Marti Fiske (Library Director), Bill Gunn, Don Hersey, Jude Hersey, Cathy Howell, Allison Judge, Taylor Kolk, Debbie Roderer (Assistant Library Director), Gil Rodes, Mary Lue Rodes (President- Friends of the Library), Sophia Trigg, Andrea Viets and Susan Williford (Board of Trustees). Library Staff: Corynn Benoit, Susan Blair, Jill Coffrin, Renate Dubois, Carla Justice, Barb Lane, Jen Reichert, Kate Smith, Callan Suozzi-Rearic, Dan Towne and Cindy Weber. Also, we give our thanks to each person in the community who took the time to fill out our survey.

II. Plan Summary

This plan outlines the focus of services for the Dorothy Alling Memorial Library over the next five fiscal years. The focus of services was determined by public comment and an analysis of the strengths, weaknesses and needs of primary and secondary library populations.

Since Williston residents provide the majority of the Library's funds through property taxes, they are the primary library population and the focus of the plan. St. George residents constitute the library's secondary service population with whom we have an informal agreement and nominal funding. HomeCard Libraries and fee paying non-resident DAML cardholders make up our other service populations.

After reviewing thirteen examples of library service responses, the DAML planning committee chose to focus on the following four; Commons, Cultural Awareness, Current Topics/Titles and Lifelong Learning with a focus on General Information. The definition

of these services, as found in *The New Planning for Results* are given below along with the specific goals to be pursued in DAML's plan.

Current topics and titles: Help to fulfill the community's "appetite for information about popular culture and social trends and its desire for satisfying recreational experiences." DAML Goal: We will gather feedback from the community and act accordingly to stay current in satisfying their needs and will communicate with patrons to advertise our resources. The library will be a center for information and leisure through materials, programs and referrals.

Cultural awareness: Help "to satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others." DAML Goal: We will promote cultural and social awareness of populations within the community and of other populations of current interest through a variety of resources.

Commons: Provide an environment that "helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues" DAML Goal: We will be a center for the community by interacting with and drawing in all types of users to our comfortable, user friendly atmosphere.

Lifelong Learning with focus on General Information: Help "address the desire for self-directed personal growth and development opportunities" and "meet the need for information and answers to questions on a broad array of topics related to work, school and personal life." DAML Goal: We will provide current resources for the community's self-education by assisting them in finding materials and other resources within and outside our library in a manner which is user friendly and cost effective.

It should be noted that the major and ongoing part of all the service response are to continue to expand and update library collections, programs and technology offerings. Details regarding specific needs and planned actions are identified later in the report.

III. Mission Statement

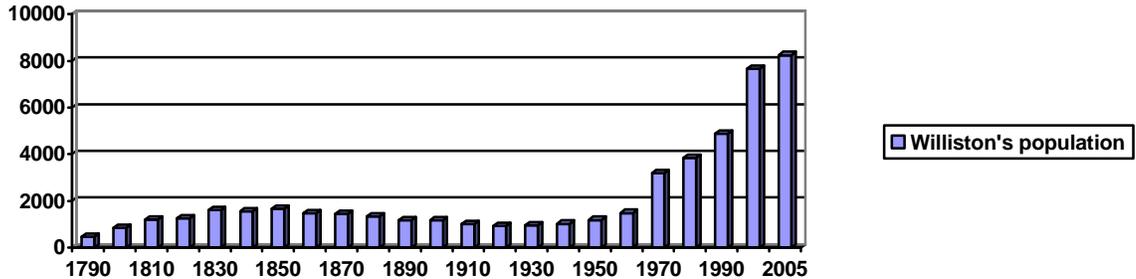
The following mission statement was developed by the DAML staff at the end of the planning process as a synopsis of the library's services and ideals.

The mission of the DAML is to encourage a literate and informed public and to serve as a community resource center for people of all ages and backgrounds. Access is provided to current information, technology, cultural and social issues, life-long learning, and leisure.

IV. Community Profile

The Town of Williston covers just over 30 square miles of land in the Champlain Valley of Chittenden County, less than 10 miles southeast of the state’s largest city of Burlington. Williston village is listed on the National Register of Historic Places as a Historic District. It contains an impressive collection of 19th century Greek-Revival and Federal-style buildings that attests to its role as an important stop on the “Williston Turnpike,” the principle route from the courthouse in Burlington to the capital in Montpelier.

The town’s population has more than quadrupled over the last 45 years and increased at a much greater rate than the state or county. In the five years after the 2000 census the estimated population of Williston increased by about 7% to 8,240. The state’s and Chittenden County’s population grew an estimated 2% during the same time.



http://maps.vcgi.org/indicators/cfhome/trend.cfm?Geo=Town&RThemeItem=POP&Code=7085&Call_Program=INDICATORS

Year	1790	1800	1810	1820	1830	1840	1850	1860	1870	1880	1890	
Pop.	469	836	1,195	1,246	1,608	1,554	1,669	1,479	1,441	1,342	1,161	
Year	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2005
Pop.	1,176	1,000	929	961	1,021	1,182	1,484	3,187	3,843	4,887	7,650	8,243

According to the 2000 Census, the majority of Williston’s residents are active adults between the ages of 20 and 64 years. Residents under the age of 20 make up a third of the population and residents aged 65 years and older make up just under 12%. Nearly 40% of Williston households have children under 18 years. There are five senior living communities in Williston: Whitney Hill, Taft Farms, Eagle Crest, Falcon Manor and Williston Woods. More older adults are expected to move into the community with the completion of some of the slated housing projects. The majority of the new projects will be smaller, two bedroom units. Williston is also home to the Respite House, an end-of-life care center.

Most Williston residents are white/Caucasian and of Western European descent. English is the only language spoken at home in 94% of households.

Williston's population is fairly stable. A majority of homes are owner occupied with over half of residents occupying the same home for at least five years. Less than 1% of residences are occupied on a seasonal or recreational basis.

Over the last 30 years Williston evolved from a farming community to a bedroom community and then to an employment and retail center. The historic village remains the civic center of the town, containing the town offices, the Williston Central School, the library, the community park, the town green, churches, the armory and the police station. Meanwhile, the Taft Corners area has developed into a high density growth area, with large and small retail shops and restaurants which draw people from around the region. A 2006 population study estimated that 18,434 to 19,025 people are within the Town of Williston on any given weekday at noon. High density housing, including several large projects in the works, is making Taft Corners into the new population center for the town as well. Some proposed projects include an urban style housing and commercial mix.

The top five employers in Williston are: IBM (Williston building) – manufacturing with 1,025 employees, Home Depot – retail with 315 employees, Homeland Security -Federal government with 310 employees, Wal-Mart – retail with 233 employees and Velan Valve – manufacturing with 200 employees. About one quarter of employed Williston residents work within the town. The nearby towns of Burlington, Essex and South Burlington are the next most common destination for Williston workers. Half of Williston residents work as a professional or in management position, with a quarter working in sales or office positions.

By Vermont standards, Williston residents are affluent and well-educated. Census records from 2000 show that 90% of Williston's residents have at least a high school diploma, compared with 86% statewide. 43% have a Bachelor's degree or higher, compared to 27% statewide. A 2004 study shows the median Williston family gross income is \$76,486 (\$50,396 for Vermont) and a per capita income of \$28,200 (\$21,677 for Vermont). In 1999, 1.5% of Williston's residents lived in poverty, compared to 9.4% in Vermont. Unemployment, at 2.4%, was lower than the state average of 3.5%.

The Dorothy Alling Memorial Library extends full, free library service to the residents of neighboring St. George (2005 pop. 682) through an informal agreement and a small annual appropriation. St. George's population differs quite substantially from Williston's in education, employment and economic factors. St. George residents have a slightly lower education rate than the state's average. A smaller majority, just over a third, of residents work in management/ professional, followed by a quarter in sales/office and 16% in service occupations. St. George residents have a significantly lower income than the average for Williston residents, but still fall above the state averages. The 2004 median gross income of St. George residents was \$56,825 per family and \$23,486 per capita. In 1999, the percentage St. George residents living in poverty nearly matched state levels and the unemployment rate was 9%, significantly higher than the state average unemployment of 3.5%.

(See Appendix A: Community Demographics)

V. Library Profile

In 1905 the Williston Public Library was established as the result of a vote at Town Meeting. The library was opened later that year in a portion of the Modern Woodsmen of America's Hall, what is currently the Town Offices. In the late 1920s the library was moved to the second floor of Warren's General Store near the intersection of Williston Road and Oak Hill Road. (The building no longer exists).

In the 1940s Dorothy Parker Alling, a former teacher, saw a need for the children of Williston to have better library services. During the summers through the 1940s and 50s she invited children into her home to the "Little Folks Library," stocked with books on summer loan from the State Library's book wagon.

During early 1950s Warren's General Store closed and the post office was removed. By then the building was in poor repair. The books were damaged by dampness and in the coldest months the library would not open at all. After Dorothy Alling died in December 1958, her husband Frank had a new public library building built for the town in her memory. The brick Colonial Revival building was built on a portion of public land, which would eventually become the Town Green, directly in front of Williston's Central School. It totaled 1500 sq. ft. on a main floor and basement. The library, now renamed the Dorothy Alling Memorial Library, was dedicated in April of 1960.

By 1980 the library had outgrown its space. The population of Williston had increased nearly 160% since 1960 when the DAML was opened. After five years of planning and fund raising a 3,275 sq. ft. Greek Revival addition was attached to the east side of the library in 1986. This expansion paralleled the expansion of the area called Taft Corners which was beginning to be developed into what would become a major regional shopping center. Williston's population was still growing. Another addition of 5,000 sq. ft. was opened in November of 1998 after the town doubled from its 1980 population. The current building is near capacity and measures are being taken to provide needed and desired services within increasingly tight circumstances. An expansion of the library's footprint is not possible without encroaching on the Town Green, an action which would be very controversial. Existing parking shortages make any expansion on the current site moot unless additional parking can be created.

Over the last five years DAML has seen huge increases in the use of its services. Increases range from the lowest of 25% for circulation to the highest of 212% for public computer usage. The average increase of use for all services is 77%. The Library has met these increases efficiently with only a 14% increase in staff and 36% increase in operating expenditure.

The DAML provides public information, educational, recreational, cultural and computer resources to the residents of Williston and St. George. As of 2006, 5,190 Williston and St. George residents had a DAML library card, or 58% of the towns' populations. As a member of the Chittenden County HomeCard system, DAML also serves members of neighboring communities, the majority of whom come from the neighboring towns of Richmond, South Burlington and Jericho. Twenty-two percent of DAML's registered

patrons are HomeCard borrowers, a 6% increase in the last four years. Vermont residents who fall outside the HomeCard system (most from Burlington) and people temporarily residing in Williston may purchase more limited borrowing privileges from DAML for a fee. Registered patrons in 2006 totaled 6,820 people, a 35 % increase over the previous five years. The Library also participates in interlibrary loan circulation throughout Vermont, with more loans to other libraries than items received. Interlibrary loan service has increased by 93% over the last five years.

Library materials available for loan in 2006 included books (30,752), videos (1,465), audiobooks (3,382), periodicals (102 subscriptions), music, kits of books with toys, a museum discount pass, and some audio-visual equipment for in-house use. The library's total collection in 2006 was 35,929 titles, or 40,443 items. The bookmobile collection, not inventoried at the time, was estimated at an additional 1,200 books. The collection grew by 27% between 2001 and 2006. The greatest increases in the collections were in non-book formats, i.e. music (217%), videos (102%) and audiobooks (68%). The smaller increase in the book collection (23%) freed up the space needed for growing non-book areas of the collection. Circulation for 2006 was 105,991 items, a 25% increase from previous five years. In 2006 the library had 55,035 visits for all purposes, an increase of 52% since 2001.

The 2006 library held 331 programs, including discussions, music, lectures, story and craft programs. This represents a five year increase in programs of 72%. Attendance at programs by all ages in 2006 was 8,558 people, an 86% increase over five years. Library outreach includes a summer children's bookmobile, book delivery to the homebound and senior communities, discussion groups at two senior communities and occasional material deliveries to daycare facilities. More than 6,750 reference questions were answered by library staff in 2006, an 86% increase in five years.

DAML has space available for the use of non-profit groups serving our residents. The Community Room has a capacity of 78 people. This space is used an average of once a week for non-library functions and up to several times a day for library sponsored programs. Community partnerships include an intergenerational book discussion group with Williston Central School, co-sponsored programs with a variety of area organizations and housing the collection and museum of the Williston Historical Society. The library also provides space for tutors, test proctoring and tax assistance, in addition to display and gallery spaces for art and collections.

The public may access the internet, word processing programs and printers through eight public access computers with cable internet connections. In 2006, an average of 169 people used DAML's public computers over the course of a week, a 212% increase since 2001. There is also wireless cable internet access, a fax, color copier, and shredder available for public use.

DAML is overseen by a seven-member Board of Trustees, elected for five year terms by the registered voters of the Town of Williston. The trustees serve staggered terms and must be residents of Williston. The Library is currently staffed at 7.2 full time

equivalents, representing a 14% increase in the last five years. There are three full-time and five regular part-time positions of 25 hours each. Support staff is supplemented by four student positions of 7-10 hours each per week. The Library benefits from approximately 47 volunteer hours per week for additional support of its activities. As of fiscal year 2006, the Library's budget was \$335,162, an increase of 27% in five years. DAML receives the majority of its support from the Town's tax payers. Additional funds come from the library's Vermont Community Foundation fund, Friends of the Dorothy Alling Library, gifts from individuals and occasional grants.

DAML compares very favorably against other Chittenden County libraries which are most similar in service population size (Williston- 8584, Essex Jct.-8841, Jericho/Underhill-8088, Shelburne-6995, Milton-10169). DAML takes second place behind Essex Junction in the comparative libraries for funding, full-time equivalents in staffing, collection size, circulation, visits, registered borrowers, and reference questions. While ranking third in number of programs offered, behind Milton and Essex Junction, it ranks second to Milton in program attendance but has the highest per event attendance. Williston has the highest number of interlibrary loan transactions.

(See Appendix B: Library Statistics Charts)

VI. Commentary and Analysis of Library Services

The DAML is seeing a change in the demand for certain services, much of it tied to changes in technology. Videos and audiobooks now have a higher turnover rate in circulation per item than books. As the population becomes more comfortable with technology, patrons are demanding more access to computers which are faster, more reliable and with increased technological capabilities. Patrons have come to expect to have a certain level of service available to them 24 hours a day, seven days a week with online catalogs and hold systems, online databases, web links, email, etc. This has trained patrons to expect immediate satisfaction. People are less willing to wait a week for materials to come to them through interlibrary loan or the reserve system. Also, that 24/7 expectation is bleeding over into a demand for extended hours of "bricks and mortar" service as well, having the physical library open, which is much more costly and difficult to staff.

As a result, patrons are also more willing to move between libraries according to their needs and convenience of access (collection, location and hours of operation). Many of the HomeCard libraries now have their collections and offerings available for search through the internet encouraging more people to take advantage of the HomeCard system which allows them to borrow from multiple libraries. HomeCard patrons who visit DAML find our location and/or hours work are more convenient for their situation. Others are accessing portions of the collection that they have already gone through at their own libraries, in particular the immensely popular audiobook collection.

The demand and use of audio and video (AV) materials is challenging in both cost and time for libraries. Because AV materials are used more quickly (two hours for a movie

vs. a few hours for audiobooks vs. three plus days to read a book) patrons need a larger number of these materials if they are regular borrowers. AV materials are more easily damaged and more difficult to repair, therefore have to be replaced more often. Videos, because of their trade packaging with multiple DVDs within one case, need to be repacked to reduce large scale loss resulting in more staff and volunteer time and the increased cost of purchasing the packing materials. Audiobooks are two or three times more costly than the same title in print.

In order to try to meet the demands for 24/7 access, Williston is among a group of libraries investigating developing consortia for services such as downloadable audiobooks (patrons would download audiobooks to their home computers) and a shared catalog with other Chittenden County libraries (so that patrons can easily see what is available at all HomeCard libraries from one website).

In order to meet patron demands for technology, DAML has developed a schedule that insures replacement of public access computers every four to five years. Balancing security of the Library's computers/system vs. patron needs for access (i.e. downloading and uploading files, adding personal equipment such as digital cameras) continues to be a problem and is expected to be even more so as larger numbers of people become comfortable with the technology. Competition for computer time and bandwidth can be very heavy and difficult. A system for the management of public access computers needs to be developed which will be trouble free, insure the privacy of the patrons, decrease the intervention needed by library staff to manage patron time allowed on computers, while having the flexibility of extending time for patrons who have a pressing need. Heavy use of the wireless internet access has required that it be strengthened so that it can reach all corners of the library, block out competing wireless signals and be more difficult for patrons to tamper with. The Library must develop a method to capture statistical information on wireless usage, limit bandwidth use, and provide more work space and electrical outlets for wireless users, as many days all available space is being used.

Library programs, especially those designed for children, are becoming increasingly popular and are well attended by both non-residents as well as residents. This success results in demands for more diverse programming offered at various times. Williston and St. George residents have primary consideration when registration is required to limit attendance due to space or cost of materials. Competition for events requiring registration can be fierce with all space filling a few weeks before the event. The staff time required for programs can vary greatly, some essentially run themselves –the staff act as host, others are built from the ground up and require many hours of preparation. Even the use of volunteers to run or prepare programs requires oversight by staff so does not entirely preclude staff involvement. Some programs are free or very low cost to offer, but some of these require more staff time and these programs are often less well attended. The more expensive types of programs typically have the best attendance and are the most requested by the public.

DAML already has a healthy program budget, and every cent is being used. Patron demand for programs is outstripping both our budget and current staff hours. Changes will have to be made. More volunteer workers will be sought to host and/or organize

programs. Partnerships with other community organizations will be increased and lower cost programs will have to be sought. All of this will have to be balanced by the public's attendance and response.

VII. Planning Process

A planning committee was created consisting of the Library Director, Assistant Library Director, Board members of the Trustees and Friends of the Library and fourteen members of the community. Additional support was drawn from the Library staff and community members who filled out surveys. The Staff, Friends and Trustees were asked to identify community members who would represent a variety of Williston's residents. The overall guide was the American Library Association's publication *The New Planning for Results*, which is the core text used in the Vermont Department of Libraries' planning seminars.

In an effort to understand the community's perception of strengths, areas needing improvement, and areas of opportunity for DAML, the staff conducted a written survey of self-selected members of the community over a one month period (May 2007). People were surveyed within the library, articles with the survey questions were published in the *Burlington Free Press*, *Williston Observer*, *Front Porch Forum* (neighborhood listserv), the Library's e-newsletter and several email lists.

The planning committee met in May, June and July of 2007. In August, the staff reviewed the committee recommendations and over the course of two in-service afternoons determined what goals, objectives and activities would be needed to address the community needs. In September, the Director wrote the draft version of the five-year plan, plotted its activities over a course of five years. A draft of the plan was reviewed by the community committee and the Trustees in September and October. In November, the Trustees were asked to adopt the final version of the plan and the upcoming fiscal year's budget was prepared with the first year's activities in mind.

A. Community Survey: Lessons Learned

A survey was distributed in May 2007 to gather feedback from the community (see Appendix C: Community Survey). Forty-eight were returned. The survey consisted of three open-ended questions; "What is the DAML doing well?, What could the DAML improve?, What should the DAML focus on over next five years?"

The survey showed that DAML is well received by its patronage and its greatest asset is its staff. The most responses in the entire survey were positive comments about the personnel (31/48) who were listed as "friendly," "helpful," "capable," "professional," and "responsive to requests." The second most positively rated comments concerned the library's programs (22/48) with the youth programs specifically receiving the most praise. Library programs had previously been recognized as very popular because of high attendance figures and public comment. Positive comments about the collection (15/48)

nearly tied with unspecified general praise of the library (14/48). The library building was also commended (12/48).

The community would like to see improvements to DAML's collections and an increase in programs. The collection received the most comments and suggestions for the question regarding needs for improvement, ultimately receiving more negative (23/48) than positive (15/48) comments. Most of the comments for improvement were for the adult collections (20/23) in the order of fiction (7/23), audio (6/23), video (4/23) and nonfiction (3/23). A blank in the form or "nothing" was the second most common response (17/48) to the survey question about needs for improvement. The third item receiving the most comments to that question were the library sponsored programs (11/48). Adult programs received the most comments or suggestions for future programs (9/11). The suggested program topics were widely varied and almost evenly spread.

When asked "What should the DAML focus on over next five years?" the responses were in almost equal numbers about programs, the collection or left blank. "More" programs came in first (16/48) with suggestions for book groups on hot topics being the most common suggestion (5/16) and an equal number of requests for more adult evening programs, youth programs, intergenerational/family programs or unspecified types of programs. The next highest number of comments were about the collection (14/48) with at least one comment on every portion of the library's collection, but with no consensus. The third most common response was a blank or no suggestions (13/48).

The library's hours received comment in both the need for improvement and area of focus questions (9/48). The most suggestions were for more evening hours (4/9), followed by earlier mornings (2/9) and Sundays (2/9).

It was noted that the surveys were almost entirely filled out by adults who tend to have specific tastes and do not have regular access to a second library (i.e. at a school) within the town. Adults do have the option of visiting libraries in other towns through the HomeCard system. More information needs to be gathered about patrons' response to the adult programs and adult collection through program attendance statistics, collection turn-over and more specific surveys.

It is recognized that the community needs and desires must be met within a climate of fiscal responsibility. While DAML customers would like to have more of all library services, some members of the community are cautious about increasing taxes. Patron demand will soon be outstripping the Library's current means. The Library has discovered that an increase in public relations and advertising are needed to make the community aware of services already provided and gather feedback for the future.

B. Committee Discussions: Lessons Learned

In May the committee reviewed and discussed demographics and statistics for Williston, St. George and DAML. With that information in mind, in June they discussed what Williston is like now, its strengths, weaknesses, opportunities and threats.

The committee determined that Williston's population is wealthy compared to the state average, well educated, with a stable population mostly made up of English speaking whites of European descent. The town has a reputation for good schools, good services in and near town, active and socially engaged residents, and is a retail center for the region.

Some of the pressures Williston faces include a smaller than average population of younger adults and two town centers (the village and the commercial area). The town has experienced rapid change and development. There are concerns about taxes and affordable housing, increasing traffic/transportation problems including parking within the village and several divisive issues are currently being discussed (i.e. town dump, circ highway, etc.).

St. George in contrast has essentially no businesses. The population -- which is a tiny fraction of Williston's -- is less wealthy, less educated and has a higher than average amount of single parents and unemployment, but is similar in race, descent and language.

VIII. DAML's Service Responses

From this information, in July the committee determined that it believes Williston's most pressing needs are a lack of diversity, underserved/isolated populations, loss of young people, lack of affordable housing, existence as a bedroom community, circ highway /transportation problems, global warming/pollution, hot local issues, and increasing taxes. For the library in particular, they included a shortage of library parking and a lack of signage directing people to the library from the commercial area.

Using a decision tree, the group considered if the library was well suited to address each issue and whether other area organizations already addressed the issue. It was then decided if the topic should be included as a focus of the library's services, a consideration of the library's services or not considered at all. If the topic was for focus or consideration some ideas of how they might be addresses were offered.

Issues for focus in services:

Diversity (including racial, financial, unique needs, nativity, etc.): Library materials & programs should offer information on broad topics, diversity and local heritage, expand museum pass program, expand outreach, bring in outside organizations to co-sponsor programs and/or offer use of community room and display space for pamphlets, etc. for their services, more evening/weekend programs, continue with internet access and resume help, more adult programs.

Lack of signage to library: Investigate the placement of road signs from the commercial

area, replace the sign at the road or add a window painting so that the library's hours can be seen from a car.

Insufficient library parking: Work with the school on parking issues.

Issues for consideration in services:

Bedroom community: Expand hours, work with other libraries, enhance audiobook collection.

Hot issues (local & global, including taxes, environment, transportation, etc.): Encourage community leaders to address lack of bus stop in village, provide materials, displays and forums on issues -- making sure to provide both sides of issues, make sure building is efficient, practice fiscal responsibility in budget, communicate to public more about library services.

After reviewing thirteen examples of service responses (focus for library services) the group decided that DAML should focus on meeting the town's needs through four service responses; Current Topics/Titles, Cultural Awareness, Commons, and Lifelong Learning with a focus on General Information. A definition of those services, as found in *The New Planning for Results*, is listed below.

Current topics and titles: Help to fulfill the community's "appetite for information about popular culture and social trends, and its desire for satisfying recreational experiences."

Cultural awareness: Help "to satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others."

Commons: Provide an environment that "helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues"

Lifelong Learning with focus on General Information: Help "address the desire for self-directed personal growth and development opportunities" and "meet the need for information and answers to questions on a broad array of topics related to work, school and personal life."

IX. Goals, Objectives & Activities

For each of the service responses listed above the Library staff identified goals to be pursued, objectives to be achieved in support of the goals and specific activities to reach those goals and objectives. Within the library planning process the concepts of goals, objectives and activities carry specific meaning as they pertain to the plan. These meanings are defined in *The New Planning for Results* as follows:

Goal: The outcome the community receives because the Library provides programs and services related to a specific service response.

Objective: The way the Library measures its progress toward reaching a goal.

Activities: The strategies or groupings of specific actions that the Library carries out to achieve its goals and objectives.

A. Goals

Current Topic/Titles (CTT): DAML will gather feedback from the community and act accordingly to stay current in satisfying its needs and will communicate with patrons to advertise our resources. The library will be a center for information and leisure through materials, programs and referrals.

Cultural Awareness (CA): DAML will promote cultural and social awareness of populations within the community and of other populations of current interest through a variety of resources.

Commons (Com): DAML will be a center for the community by interacting with and drawing in all types of users to our comfortable, user friendly atmosphere.

Life Long Learning (LLL): DAML will provide current resources for the community's self-education by assisting them in finding materials and other resources within and outside our library in a manner which is user friendly and cost effective.

B. Objectives

- 7.5% annual average increase in library visits over 5 years—Com, CTT, LLL
- 95% positive feedback gathered through surveys, suggestion box and anecdotally—all
- Statistics will be captured on the current collection by type, topic/Dewey number/subject and age and used to better estimate public's needs from the collection—LLL, CA, CTT
- 5% annual average increase in circulation over 5 years—LLL, CTT
- Card membership of Williston/St. George residents will increase from 58% to 62% of population--CTT, LLL, Com
- Total attendance at programs will show a 5% annual average increase over 5 years – all
- Funding for programs will remain roughly the same-all
- Statistics will be captured on the attendance at adult programs by gender, and estimated age in order to gauge the interest and needs of a variety of patrons—all
- The active membership of the Friends of the Library will be increased-all
- The number of reference questions asked of staff will increase by an average of 17% over 5 years. –LLL, Com

C. Activities (in addition to current practices)

Key: \$, \$\$, \$\$\$ = potential costs by increments

T, TT, TTT = time involved by increments

Collection:

- evaluate and improve audio book collection, including investigating & implementing downloadable audiobooks if appropriate \$\$, T,
- purchase and advertise materials on hot local and national topics including cultural heritage and diversity, \$, T,
- keep collections up to date and within space available with regular weeding, TT,
- do more specific surveys of patrons' needs/desires for the collection (including exit interviews) T
- expand "Giving Tree" program to include adult materials, T,
- promote the availability of interlibrary loan and requests for purchase, T, \$
- promote Vermont authors/illustrators in collection through notations in catalog and spine labels, TT (time consuming for retrospective work only),
- facilitate & share info on availability of materials inside & outside DAML, (i.e. locations of multiple copies for home discussion groups, work with other libraries to increase interlibrary cooperation and consortia efforts including shared catalogs \$\$) T, \$
- promote collection through use of suggested reading lists, reviews, synopsis & readers' comments, e-newsletter, displays, and annual prize lists, TT,
- more multiple copies of popular titles, check into lease program & keep multiple copies purchased for book groups, T, \$,
- use color coded labels for youth books to help parents find books by reading levels, TT
- promote Vermont Room: make space more apparent so that public realizes that it is open to them, sign directing from lobby, articles, etc., T, \$,
- use a variety of non-library resources for collection purchase suggestions (i.e. book store websites/displays), T,
- purchase more Learning Company & other teach-yourself materials, \$
- create "kits" of topics for self teaching by using pathfinder brochures & cataloging, T
- catalog our databases, T
- use continuation services more for ordering, T (time consuming for initial development only),
- print and display youth best sellers lists too, T.

Programs:

- offer programs about cultural heritage, diversity, Vermont-centric and hot local and national topics, T,
- make connections within the community and provide information by partnering with other community organizations to offer space, resource distribution and/or

- co-sponsoring programs (i.e. job training, groups who serve or represent various populations, etc.), T,
- offer computer/technology classes including how-to use the catalog, T,
- evaluate and adjust program offerings and times for adult programs, T,
- expand museum pass program, T, \$,
- use programs to promote our collection, do material displays & reading lists at events, T
- use volunteers for programs: recruit volunteers to staff/host programs if staff is short, use student mentors to help w/tech classes, etc., T,

Facilities:

- begin study of expansion or branch facility TTT, \$-\$\$
- work with school to improve library parking, T
- make sure building is environmentally friendly & efficient, T, \$,
- add window painting or sign which allows hours to be seen from car, \$
- improve security and fire safety of the building during after hour meetings – fix front door, have all rooms lockable at end of day, \$, T,
- improve and provide more space for displays (i.e. slat wall, rearranging areas), T, \$-\$\$,
- create more opportunities to linger with more comfortable seating, T-TT, \$-\$\$,
- improve the appearance of the patio and its garden to increase patio use (i.e. create path from parking area, advertise patio, bird feeders, add shade & cover from light rain, fix the door to patio so it doesn't slam), TT, \$-\$\$
- add a “for profit” bulletin board for sale items, classes, businesses, etc.— Outside?, \$-\$\$,
- improve workspace for volunteers (staff some times lose access to their desks when there are volunteers in office), TT, \$?
- get permit for sidewalk sign so it can be used more, T
- trim back tree to better expose sign, T, \$
- increase exterior light, including parking area for safety & better sight of building, T, \$-\$\$,
- study and adjust the use of current space to maximum benefit, TT, \$-\$\$
- consider an “open” flag at road-side sign, \$

Fiscal:

- practice fiscal responsibility- meet library needs within Town's means, T
- optimize use of volunteers of all ages to save staff hours for professional duties, T
- encourage patrons' gifts to Friends or Vermont Community Foundation fund to supplement tax support, T
- make “conscience box” (in lieu of fines) more attractive and visible, T, \$

Communication/PR:

- investigate and implement placement of signs in commercial area and all major roads directing to the library if possible, T, \$-\$\$
- promote e-newsletter more and make some print versions available at variety of locations including newspapers, T, \$-\$\$
- increase advertising of all kinds to communicate library services more to public, T, \$
- improve signage (include signs or staff buttons with “Need help, please ask! We love to help!”, etc.), \$,
- create library info center with suggestion box and space to advertise library services and communications, \$,
- attend teachers’ meetings to discuss library related issues and services, T
- make packets of library materials & services for new card holders by population type (family, adult), T
- update all pamphlets, bookmarks, etc., T,
- make suggestion/feedback link on website, T
- make “request for purchase” forms available, T
- get website calendar for meeting room showing our programs & others, with room request feature, T, \$-\$\$
- investigate and implement a way to get the staff out to the adult reading room more often so patrons will know we’re available, T
- increase library use with membership drives and doing programs/services outside of library walls (i.e. town meeting, farmer’s markets, at commercial area, bookmobile only patrons, Sept. Nat’l Library Card Sign-up Month, discounts at local business when show library card, to movies when book to movie released), TT
- get Friends involved with volunteer recruitment & public relations work, T

Technology:

- add more computers for internet access, T, \$\$,
- investigate laptops for loan and implement if feasible, T, \$\$?
- improve public access computer management (i.e. privacy, time, bandwidth and printing management) TT, \$-\$\$,
- increase work space for wireless access users, T, \$-\$\$
- add databases, downloadable collections & other online resources when useful & affordable, \$-\$\$
- offer technology classes to the public, T

Personnel:

- increase staff training in technology, including online databases & trouble-shooting, T, \$
- have staff in-service & training focusing on areas of the collection, T
- individual positions need to study where they can be streamlined for better use/reallocation of time, T
- increase staff hours as needed, \$\$

Other Services:

- investigate expansion or shifting of library hours to include early morning(s), more evenings and/or Sunday hours during winter, T, \$\$\$?
- write concise directions from all directions with mileage and post by all phones, add MapQuest-like function to website, T,
- evaluate how we determine popularity and of the collection and services (i.e. expand collection of statistics especially for outreach/bookmobile, investigate collection development tools, etc.), T,
- partner with school & town offices to get copies of materials regarding upcoming votes, hot topics in town, etc. & advertise their availability at library, T,
- have more displays on hot news items and Vermont-centric topics, T,
- point to community resources via binder and/or website, TT

X. Assessment & Update Process

After the activities for this plan were developed the Director plotted them out on a schedule for the next five years (see Appendix E: Schedule of Activities). The schedule will help the Director with planning these activities and preparing annual budgets over the next five years. The schedule and the activities may be adjusted as needed if funding is not available on time or they are deemed inappropriate after a trial period.

The Trustees will conduct a review of the implementation of activities during Board meetings at the end of the first half and second half of the fiscal year (December and June). The Director will report on progress at these meetings. During the review sessions recommendations for changes to the objectives and activities may be brought to the table and acted upon.

XI. Appendices

A. Community Demographics

Sources: Vermont Indicators Online, <http://maps.vcgi.org/indicators/profiles.cfm>, Vermont Department of Labor, Williston Town Clerk, and 2000 U.S. Census, <http://factfinder.census.gov>

Population	Williston	% Williston	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	% Vermont
Estimated Population, 2005	8243	7.2%	682	-2.3%	149613	2.0%	623050	2.3%
Total Population, 2000	7650		698		146571		608827	
under 5 Years of Age	519	6.8%	42	6.0%		5.8%		5.6%
5 - 14 years	1245	16.3%	140	20.1%		15.1%		14.3%
15 - 19 years	476	6.2%	35	5.0%		8.1%		7.5%
20 - 24 years	183	2.4%	39	5.6%		9.0%		6.2%
25 - 54 years	3663	47.9%	344	49.4%		46.3%		44.3%
55 - 64 years	668	8.7%	51	7.3%		7.7%		9.4%
65 Years of Age and Over	896	11.7%	47	6.7%		9.4%		12.7%
Median Age, 2000	38.80		33.80		34.20		37.70	
Single parent, children under 18	102	3.5%	21	8.0%		5.80%		6.1%

Housing	Williston	% Williston	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	% Vermont
Total Households, 2000	2,921		264		56,452		240,634	
Average Household Size, 2000	2.59		2.64		2.47		2.44	
Total Number of Families, 2000	2,140		200		35,168		157,763	
Average Family Size, 2000	3.02		2.97		3.02		2.96	
Total Housing Units, 2000	3036		277		58864		294382	
...Owner Occupied	2475	81.5%	226	81.6%	37292	63.4%	169784	57.7%
...Renter Occupied	446	14.7%	38	13.7%	19160	32.5%	70850	24.1%
...for Seasonal, Recreational, or Occasional Use	22	0.7%	2	0.7%	1291	2.2%	43060	14.6%

Race/Ethnicity/ Nativity/ Language	Williston	% Williston	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	% Vermont
Total Population, 2000								
...(of all races) that is Hispanic / Latino	73	1.0%	8	1.1%	1561	1.1%	5504	0.9%
...that is White Only	7455	97.5%	685	98.1%	139446	95.1%	589208	96.8%
...that is Black / African American Only	38	0.5%	4	0.6%	1328	0.9%	3063	0.5%
...that is Asian Only	92	1.2%			2914	2.0%	5217	0.9%
...that is American Indian / Alaska Native Only	11	0.1%	1	0.1%	403	0.3%	2420	0.4%
...that is Native Hawaiian / Pacific Islander Only	1	0.0%			32	0.0%	141	0.0%
...that is Some Other Race Only	8	0.1%			498	0.3%	1443	0.2%
...that is Multi-Racial	45	0.6%	8	1.1%	1950	1.3%	7335	1.2%
Foreign Born, 2000	470	6.1%	12	1.7%	8669	5.9%	23245	3.8%
Primary language spoken at home								
English	6662	93.7%	622	94.2%	127002	92.0%	540767	94.1%
Other Indo-European	344	4.8%	31	4.7%	7206	5.2%	24334	4.2%
Spanish	77	1.1%	7	1.1%	1687	1.2%	5791	1.0%
Asian/ Pacific	22	0.3%			1743	1.3%	3015	0.5%

Economy	Williston	%	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	%
								Williston
Median Adjusted Gross Income per Family, 2004	\$76,486		\$56,825		\$64,407		\$50,396	
Average Adjusted Gross Income per Person, 2004	\$28,199.59		\$23,486.38		\$25,654.52		\$21,676.68	
Unemployment Rate	0.024		0.091		0.031		0.035	
Persons for Whom Poverty Status was Considered, 2000	7570		698		139438		588053	
...in Poverty, 1999	114	1.5%	62	8.9%	12267	8.8%	55506	9.4%
...0-18 years old	16	0.2%	25	3.6%	2842	2.0%	16595	2.8%
...18 to 64 years old	54	0.7%	37	5.3%	8346	6.0%	32694	5.6%
...65 and over	44	0.6%	0	0.0%	1079	0.8%	6217	1.1%
Total Persons Receiving Food Stamps, 2005	230	3.0%	51	7.3%	8382	6.0%	46416	7.9%

TRANSPORTATION	Williston	% Williston	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	% Vermont
Total workers 16 years of age and over, 2000	4081		384		79670		311839	
...who worked at Home	243	1.3%	32	8.3%	3323	4.2%	17651	5.7%
...who worked outside town or city of residence	3015	73.9%	347	90.4%	53557	67.2%	202707	65.0%
...who worked outside county of residence	297	7.3%	21	5.5%	5572	7.0%	66901	21.5%
...who worked outside Vermont	53	1.3%	4	1.0%	801	1.0%	21346	6.8%
Average Travel Time to Work (in minutes), 2000	18.54		17		19.8		21.6	
EDUCATIONAL ATTAINMENT	Williston	% Williston	St. George	% St. George	Chittenden County	% Chittenden County	Vermont	% Vermont
Total Population 18 Years and Older, 2000	5545		515		112092		461248	
...Less than 9th Grade Education	112	2.0%	19	3.69%	3359	3.0%	21253	4.6%
...9-12th Grade Education, no Diploma	424	7.6%	70	13.59%	7460	6.7%	43325	9.4%
...High School or Equivalency	1299	23.4%	165	32.04%	25638	22.9%	147980	32.1%
...Some College, no Degree	759	13.7%	91	17.67%	25554	22.8%	90833	19.7%
...Associate's Degree	580	10.5%	45	8.74%	9371	8.4%	33510	7.3%
...Bachelor's Degree	1389	25.0%	79	15.34%	25873	23.1%	79255	17.2%

...Graduate or Professional Degree	982	17.7%	46	8.93%	14837	13.2%	45092	9.8%
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MAJOR BUSINESS TYPE	Most by type
Williston	
Total	709
Retail	106
Professional / Technical	98
Construction	81
Wholesale	81
Specialty Contractors	55
Healthcare	50
St. George	
Total	10
Accommodation/Food Service	2
Administration/Support	2
Manufacturing	2

Williston's Top Five Employers			
IBM (Williston building) – manufacturing			1025
Home Depot – retail			315
Homeland Security -Federal Govt.			31
Wal-mart – retail			233
Velan Valve – manufacturing			200

MAJOR PROFESSIONS	Williston	St. George
Management / Professional	51.9%	35.1%
Sales / Office	22.9%	25.1%
Service	9.0%	15.9%

Other Libraries in Community	#	
Elementary School	2	
Jr. High/Middle School	1	
High School (Hinesburg)	1	
College / University (County)	3	Champlain, UVM, St. Michael's

Schools in Williston	# Public	# Private	
Preschools	1	3	
Elementary	2	4	Trinity Baptist, Bellweather, Heartworks, Brownell Adventist
Jr. High / Middle School	1	2	Trinity Baptist, Pine Ridge
High School	1	2	Trinity Baptist, Pine Ridge
Vocational / Technical		1	VTC
Homeschool Families		4?	
Other		1	Stern Center

Other		
Nursing/ Extended Care	1	(Respite)
Day Cares	11	
Senior Living Communities	5	

B Library Statistics Charts Source: Vermont Public Library Statistics, Vermont Dept. of Libraries
Collected Statistics : Percent change and Comparison to other libraries

	FY 01	FY 06	Percent change	Average of other libraries FY06 *
Circulation	84,998	105,991	25%	90,088
Patron Visits	36,244	55,035	52%	53,209
Registered borrowers	5,068	6,820	35%	5,766
Reference questions	3,640	6,754	86%	4758
Interlibrary Loan Transactions	807	1,561	93%	909
Internet user-library computers	2,808	8,757	212%	n/a
Programs offered	193	331	72%	312
Program Attendance	4592	8,558	86%	6,620
Summer Bookmobile Circulation	398	709	78%	n/a
	254	289		FTEs:
Staff Hours -Total (FTEs)	(6.35)	(7.2)	14%	4.46
Operating expenditures	\$247,338	\$335,162	36%	\$263,245
Per capita expenditures	\$29.63	\$37.55	27%	\$30.89
Collection size	27,926	35,929	27%	40,592

* Compared to:
 Brownell Library- Essex Jct.,
 Pierson Library- Shelburne,
 Milton Public Library,
 Deborah Rawson Memorial
 Library-Jericho/Underhill

Library collection

Does not include individual periodical issues

	2001		2006	
	% of Collection	Total #	% of Collection	Total #
Books	89.53	25,003	85.59	30,752
Audios	7.2	2010	9.4	3382
Videos	2.6	727	4.1	1465
Periodical subscriptions	0.36	100	0.28	102
Electronic format	0.235	21	0.57	22
Miscellaneous	0.075	65	0.06	206
Total	100	27,926	100	35,929

Registered Patrons

	Williston/ St. George	Homecard	Out of Town	Temporary	Total	% of residents
* No figures for 2001						
2002*	4690 (82%)	913 (16%)	94 (2%)	18 (.3%)	5715	56%
2006	5190 (76%)	1522 (22%)	105 (2%)	3 (.04%)	6820	58%

Registered Patrons

# of Homecard patrons in 2006:		# of Out of Town Patrons in 2006:	
Richmond	331	Burlington	25
S. Burlington	257	Starksboro	9
Jericho	240	St. Albans	5
Essex	164	Waterbury	4
Essex Jct.	130	Ferrisburg	4
Hinesburg	122		
Huntington	115		
all other towns fewer than 100		all other towns fewer than 4	

Library Programs & Attendance

	2001	2006	% increase
# Adult Programs	10	68	580%
# Children's Programs	182	265	46%
Total Number of Programs	192	333	73%
Total Attendance	4592	8705	65%

C. Community Survey

The community survey was purposely open-ended. A total of 48 surveys were returned. (Note numbers may not match totals as some gave more than one suggestion per topic)

YOUR OPINION MATTERS!

The Dorothy Alling Memorial Library (DAML) is working on its long range plan.

You can help determine how services at DAML change or stay the same.

Please answer the following questions with specific examples and return them by **June 11** to the Dorothy Alling Memorial Library at the drop box at the main desk, email to marti@williston.lib.vt.us or mail to 21 Library Lane, Williston, VT 05495.

Thank you!

What is the DAML doing well?

What could the DAML improve?

What should the DAML focus on over next five years?

Survey Results

Question: What is the DAML doing well?

Personnel 31

- 22 “Friendly”
 - 13 General
 - 5 To children/families
 - 2 Volunteers are
 - 1 Student workers are
- 10 “Helpful”, “Capable”, “Professional”
 - 2 In finding materials
 - 8 Librarians – general
- 3 “Responsive to requests”

Programs 22

- 12 Children’s specified (reading buddies, pet parade, music w/Peter, music mania, Ellie’s preschool party, craft table)
- 7 Unspecified/general
- 4 Adults’ specified (art, educational, VHC, yoga, talks, book club, handicrafts)

Collection 15

- 7 General/unspecified
- 3 Children’s
- 3 Adults (“best sellers & new books available at fast pace”)
- 2 Audiobooks (appreciate “monthly new” & “continually refreshed” audios)

General/ Unspecified 14

- 9 “Everything”
- 3 “Great”/ “wonderful”
- 2 “Almost everything”

Building 12

- 4 General/unspecified
- 2 Well maintained
- 2 Meeting room
- 1 each – Seating, organized, children’s area, “(space is) balanced in serving variety of patrons & their needs”

Other Services 9

- 5 Interlibrary loans
- 2 Engaging community/ being a community center
- 1 each – Collection displays, “greatly expanded services”

Technology 8

- 4 Computer access (use unspecified)
- 3 Internet/ Wi-fi access
- 1 Online catalog

Policies 3

- 2 Friendly & respectful (wording of signs, enforcement)
- 1 Circulation

Question: What could the DAML improve?

Collection 23

- 7 Adult (4 Fiction- 2 more “quality” lit & less romance, 1 each -more Christian authors, mysteries)
- 6 Audio (4-more newer CDs, 1 each - more cassettes, avoid abridged works)
- 4 Video (1 each- more unspecified, complete series sets, education & entertainment)
- 3 Nonfiction- update test guides, 1 each- more foreign language learning & reading)
- 2 Youth (1 each- organize a section by reading levels, more for 11-14 yr. olds)
- 1 General (add more donations to shelves instead of sale)

“Nothing” or Blank 17

Programs 11

- 9 Adults (2 more talks on VT art, authors & topics, 2 more- unspecified, 1 each -more VHC style discussions, programs for singles to meet, community issues forums, technology/computer classes, improve program hours)
- 2 Youth (1 each- involve school more, book discussions)

Hours 6

- 3 Evening (weeknights, to 8 or 9 pm)
- 1 each – Mornings (7 am), Sunday (noon – 4 pm)
- 1 More unspecified

Communication/ Public Relations 4

- 2 suggestion box/website
- 1 each – Blog, offer print newsletter at desk

Policies/ Procedures 4

- 2 Circulation (1 each -3 week loans, allow more than 4 DVDs at time)
- 1 each – Charge overdue fine to add to collection, allow non-resident interlibrary loans

Building 3

- 1 each – “more flowers at entrance to keep small town feel,” need more adjustable/ergonomic computer chairs, more access to Vermont room (?)

Question: Where should the DAML focus on over the next five years?

Programs 16

- 5 Book groups (target age unspecified, hot topics/VHC style)
- 3 Continue with quality programs all ages
- 2 each – more adult evening programs, more youth programs, more programs – target age unspecified, more family/inter-generational

Collection 14

3 Unspecified

3 Videos (1 - health)

2 Expand collection (unspecified)

2 Adult – 1 each- fiction, non-fiction (more current history & travel)

1 each – Periodicals (more variety of titles, including health), youth (hot series & classic comics), audiobooks (CD), music (jazz & “non mainstream”)

Blank/ No suggestions 13**Continue as is 7****Technology 4**

1 each – unspecified more technology, increase number & quality of computers, “library books by the web w/’search’ available,” more internet access

Communication/Public Relations 4

2 Stay in touch w/patrons needs (suggestion box/website)

1 each – attract more youth (recommended reading displays/board, collect survey of kids’ interests), promote student volunteer program

Hours 3

2 Increase hours (7 am – 10 pm)

1 Winter Sundays

Other 4

1 each – use “creative funding”, better train volunteers, retain privacy, increase service offerings (unspecified)

Building 1

1 More space for book collection

D. Notes from Planning Committee Meetings**1. Brainstorming: What is Williston/St. George like?**

From review of demographics from the UVM- Center for Rural Studies, US Census, Williston Town Clerk and Vermont Department of Labor.

- St. George has a small population.
- St. George has higher population of single parent families than Williston, county & state.
- St. George quite poor compared to Williston.
- St. George has high unemployment.
- Williston population growth is much greater than county and state.
- Williston has smaller college age population than average (fewer apartments, cost of housing factors?).

- Few seasonal/vacation homes.
- Williston is very wealthy (number skewed by a few extremely wealthy?, both parents working?)
- High percentage of owner occupied homes (Williston population wealthy & both towns are stable- makes for good fundraising capacity).
- Williston's higher than state average population of "foreign born" might be from trans-racial/foreign adoptions.
- High percentage of primarily English speakers therefore can use county & state resources for foreign language speakers.
- Population is very white, European descent.
- Figures for population working from home maybe out of date (cost of gas, commute time & technology may have increased that population since 2000).
- Williston is well educated.
- Although there are a large number of businesses in Williston, they don't seem to use the library (except for wi-fi?).
- Number of daycares and home-school families are difficult to track.

Question posed: Where is largest increase in population's ages between 1990 and 2000? As a hard number the greatest increase came in the adult (age 18-65) category (+1362), followed in order by youth (+820), then seniors (+581). As a percentage increase however, the largest change came in seniors (184%), then youth (64%), and adults (42%). It was noted that we can not expect population changes to be similar in the future due expected housing projects which will be mostly of smaller, denser units.

2. Brainstorming: What is Williston like?

Anecdotally & emotionally

- Future growth in housing is expected in the "active adult" area, not so much for youth.
- Schools have good reputation and make Williston attractive to families.
- As small foreign language population is identified they may need more audio materials for English as a second language learning (instead of travel orientated).
- Dynamic.
- Taft Corners is a "core" of community and a "shopping Mecca."
- Lots of growth at Taft Corners.
- Village is much different from Taft Corners and Village is very walkable.
- Sense of community (village) vs. commercial (Taft Corners) interests.
- There is a lot of variety for adventure.
- Few recreation opportunities (in the Recreation Dept. and outside of school)
- Taxpayers are usually supportive.
- Latch key kids have volunteer opportunities at the library, large youth volunteer group.
- Williston viewed as larger and primarily as shopping destination (by other communities).
- Town is rapidly changing, especially visually.

- Community is tight knit in consideration of its size.
- The (public) schools have been central to the community.
- Williston currently has several points of conflict (growth, sprawl, circ highway, dump).
- People feel passionate about living in Williston, they're here by choice.
- Williston has impressive rates of volunteerism and dedication/involvement to community.
- People know their community.
- Community park and paths are well used.

3. Brainstorming: What is the Dorothy Alling Memorial Library like?

Both anecdotally and from review of library statistics

- Very large increases of library usage.
- Although library is better staffed than comparison libraries, efficiency shows in much smaller increases in staffing vs. large patron usage.
- The ability to see new titles available through e-newsletter & newspaper, then make reservations is popular.
- If a book is requested it is most often received by patron (purchased or inter-library loan).
- Vermont Council on the Humanities programs are "excellent."
- The "Readers' Ratings" (slip in the back of books) are helpful.
- Good recommended reading displays.
- Youth section "fantastic" and youth librarians are "wonderful".
- Books on audio are great and are new release titles are quickly available (more non-fiction on cassette were requested.)
- Mixed media bags for children are "wonderful."
- Entertaining toys in youth area.
- Community room is useful.
- Library is handicap accessible.
- Large print books are good.
- Sunday hours in winter were requested (use more student staffing?).
- Library is currently well received.

4. Community Committee's comments from review of survey results:

"What is DAML doing well?"

Children's programs doing great, expand if possible

Good job hiring, maintain personnel

Increase adult programming

People believe the library is a pleasant place

Keep the books up to date

Great collection (general)

“What can DAML improve?”

Promote e-newsletter more

Make synopsis & readers’ comments available in e-newsletter and displays

Expand hours

Do a more specific survey of collection requests

Cull more from donations for the collection

Create lists for donations of materials sought

Promote the availability of ILL and requests for purchase

More current/popular CDs

Expand student volunteer opportunities

“What should DAML focus on over the next five years?”

Promote Vermont authors through programs and in collection through notations in catalog and spine labels

Add Sunday hours during the winter

Technology: Continually update technology; offer computer/technology classes; prepare for e-access to materials by helping patrons, training staff and work with youth to spot trends

Facilitate & share info on availability of materials inside & outside DAML for home discussion groups (i.e. locations of multiple copies), etc.

Watch for interest in genealogy from population & prepare guide lists & expand genealogy collection as needed.

5. SWOT analysis of Williston:

Williston’s strengths

Population: talented, educated, affluent, mostly English speakers, lots of families, close community, lots of volunteerism/civic mindedness

Services: Good town services, quality town employees, good library & like that it’s in the village, good schools with house systems and (WCS) near library, CVU builds good connections with neighboring towns, Respite House, near colleges, hospital, shopping & other services, town has good reputation.

Location: Beautiful views, close to interstate, airport & Canada, access to culture & news from Canada, New York & New Hampshire makes population well traveled in/knowledgeable about region

Town planning: Historic village center with preservation, recognition of historic building and open spaces, controlled growth of population is planned

Recreation: recreation opportunities nearby (skiing, sailing, etc.), population is physically active/healthy with high use of paths

Williston’s weaknesses

Items in italics noted as areas DAML might be able to assist with

Population: *not diverse population, some groups are isolated (i.e. special needs, low income), some divide between natives & non-natives, graduates moving out of Vermont, aging of populations may warp needs of services.*

Housing: *little lower income/affordable housing in Williston (including for seniors), bedroom community (many don't work in town they live in), expensive town to live in.*

Town design/planning: *bad parking at library in school hours & for programs, no signs to library from commercial area, difficult to get to library from interstate & commercial area, lack of decision for circ highway, bad reputation as box store town, traffic, pressure on farms & open land to develop, town physically divided by highway, some areas not pedestrian friendly (commercial area to village, bad street lighting), lack of public transit with no bus stop in village.*

Technology: Lack of access to good internet service in St. George & Vermont generally.

Opportunities for Williston (including those which are potential)

Recreation: teen/senior center, expansion of recreation facilities, additions to sidewalks & paths,

Services: circ highway, expansion of internet access, new public buildings, WCS location near library, Pine Ridge School becoming nationally recognized, opening of other public meeting space leaves potential for library's meeting space to convert to collection space, UVM owned forest in Williston may open UVM links to town, WCS 8th grade and CVU Grad Challenges can be useful to library.

Population: More "active" elders means more available volunteers, seniors in town have varied backgrounds & may be willing to share their experiences in programs, library can take advantage of divisive issues in town to host forums/etc., colleges offer pool of professors to do programs.

Threats to Williston (including those which are potential)

Items in italics noted as areas DAML might be able to assist with

Geographic/Environmental: *Global warming, landfill, pollution (streams, air, etc.),* development pressures for more commercial areas & chain stores brings loss of farms, closeness of airport and Canadian border.

Services: lack of hydrant coverage, circ highway, insufficient road system.

Economic: *Increasing taxes,* businesses & jobs leaving, economic demands as population ages (transportation, ambulance service, taxes vs. fixed incomes), lack of affordability of living in Williston for young people, young families, seniors, Vermont well not recognized outside of state, loss of 18-35 year olds in population.

Social: Increasing crime, isolation of some groups (drug users, school drop outs, poor).

6. How DAML can help with Weaknesses and Threats (above items in italics)

Ideas brainstormed by the Community Committee

Collection: Books on/with diversity, collection areas to aid low income, expand audio book collection, materials on environmentally friendly topics.

Programs: Offer programs about diversity and cultures, more outreach/bookmobile, mentoring/reading program (seniors to youth, readers to nonreaders), host job fair type programs (for home entrepreneurs, young workers including CVU, career day, small business forum), expand library hours, circ highway debate/forum,

programs on environmentally friendly topics, program on health of Allen Brook & other area waterways, offer Williston area topics in programs, offer forum/focus group for 18-35 year old to define/proclaim their needs to stay in Williston/Vermont, community resource “hotline” for patrons who need help with specific problems/concerns.

Facilities: satellite facility, use St. George town office for outreach site to offer materials & programs, “police” library parking spaces, work with school to educate parents on school pick-up/drop-off areas, better parking signage, work with school & town to re-reroute school buses, make sure building is environmentally friendly & efficient.

Fiscal: budget control, optimize use of volunteers to save staff hours, encourage patrons to include library in their wills, encourage 8th grade & CVU grade challenge volunteers for library projects, create wish list of library needs and manpower needs for special projects.

Communication/PR: signage in commercial area directing to the library.

Needed services vs. Library’s suitability to meet them

The group reviewed the needs/weaknesses of Williston which had been listed in the last meeting;

lack of diversity,
underserved/isolated populations,
loss of young people,
lack of affordable housing,
bedroom community,
circ highway/transportation problems,
bad library parking,
lack of signage directing to library from commercial area,
global warming/pollution,
hot local issues,
increasing taxes.

Using a decision tree, the group considered if the library was well suited to address the issue and whether other groups also addressed the issue. We then decided if the topic should be included as a focus of the library’s services, a consideration of the library’s services or not considered. If the topic was for focus or consideration some ideas of how they might be addresses were included (*in italics*).

Issues for focus in services:

Diversity (including racial, financial, unique needs, nativity, etc.): Library materials & programs should offer information on broad topics, diversity and local heritage, expand museum pass program, expand outreach, bring in outside organizations to co-sponsor programs and/or offer use of community room, display space for pamphlets,, etc. for their services (i.e. Howard Center for Human Services), evening/weekend programs, continue with internet access and resume help, more adult programs.

Lack of signage to library: Place signs from the commercial area, replace sign at road or add window painting which allows hours to be seen from car.

Insufficient library parking: Work with school on parking issues.

Issues for consideration in services:

Bedroom community: Expand hours, work with other libraries, enhance audiobook collection.

Hot issues (local & global, including taxes, environment, transportation, etc.): Encourage community leaders to address lack of bus stop in village, provide materials, displays and forums on issues making sure to provide both sides of issues, make sure building is efficient, practice fiscal responsibility in budget, communicate to public more about library services.

E. Schedule of Activities

Fiscal and manpower constraints may affect the schedule of these activities. The projects will be reviewed regularly for continuing need, success and cost effectiveness. Changes to this schedule and its projects will be applied as necessary.

Key: \$, \$\$, \$\$\$ = potential costs by increments
T, TT, TTT = time involved by increments

To begin fiscal year 2008-2009

One Time

- get permit for sidewalk sign so it can be used more, T
- investigate an “open” flag at road side sign, \$
- create library info center with suggestion box & space to advertise library services & communications, \$
- make suggestion/feedback link on website, T
- write concise directions from all directions with mileage and post by all phones, add MapQuest-like function to website T,
- improve and provide more space for displays (i.e. slat wall, rearranging areas), T, \$-\$\$,
- trim back tree for better exposure of sign & safety, T, \$

Annually

- evaluate and improve audio book collection including investigating & implementing downloadable audiobooks if appropriate, \$\$, T,
- do more specific surveys of patrons’ needs/desires for the collection (including exit interviews), T
- expand “Giving Tree” program to include adult materials, T,
- evaluate and adjust program offerings and times for adult programs, T,
- increase staff training in technology, including online databases & troubleshooting, T, \$

Quarterly

- purchase and advertise materials on hot local and national topics including cultural heritage and diversity, \$, T,
- keep collections up to date and within space available with regular weeding, TT,
- offer programs about cultural heritage, diversity, Vermont-centric and hot local and national topics, T,
- make connections within the community and provide information by partnering with other community organizations to offer space, resource distribution and/or co-sponsoring programs (i.e. job training, groups who serve or represent various populations, etc.), T,
- attend teachers' meetings to discuss library issues and services available, T
- get Friends involved with volunteer recruitment & public relations work, T
- have more displays on hot news items and Vermont-centric topics, T,

Ongoing/Continually

- promote the availability of interlibrary loans and requests for purchase, T, \$
- promote Vermont authors/illustrators in collection through notations in catalog and spine labels, TT (for retrospective work only),
- facilitate & share info on availability of materials inside & outside DAML, (i.e. locations of multiple copies for home discussion groups, work with other libraries to increase inter-library cooperation and consortia efforts including shared catalogs \$\$) T, \$
- promote collection through use of suggested reading lists, reviews, synopsis & readers' comments, e-newsletter, displays, annual prize lists, TT,
- use a variety of non-library resources for collection purchase suggestions (i.e. book store websites/displays), T,
- print and display youth best sellers lists too, T,
- use programs to promote our collection, do material displays & reading lists at events , T
- use volunteers for programs: recruit volunteers to staff/host programs if staff is short, use student mentors to help w/tech classes, etc., T,
- work with school to improve parking, T,
- practice fiscal responsibility-meet library needs within Town's means, T
- optimize use of volunteers of all ages to save staff hours for professional activities, T,
- make packets of library materials & services for new card holders by population type, T
- make "request for purchase" form available, T

To begin fiscal year 2009-2010

One Time

- study and adjust the use of current space to maximum benefit, TT, \$-\$\$
- improve security and fire safety of the building during after hour meetings – fix front door, have all rooms lockable at end of day, \$, T,

- create more opportunities to linger with more comfortable seating, T-TT, \$-\$\$,
- improve workspace for volunteers TT, \$
- make “conscience box” more attractive and visible, T, \$
- improve signage (include signs or buttons promoting staff assistance), \$
- improve public access computer management (i.e. privacy, time, bandwidth and printing management) TT, \$-\$\$,
- increase work space for wireless access users, T, \$-\$\$

Annually

- offer patrons computer/technology classes including how-to use the catalog, T,
- expand museum pass program, T, \$,
- promote e-newsletter more & make print version (annually?) available at variety of locations including newspapers, T, \$-\$\$
- add databases, downloadable collections & other online resources when useful & affordable, \$-\$\$
- have staff in-service/training focusing on areas of the collection, T
- individual positions need to study where they can be streamlined for better use/reallocation of time, T
- evaluate how we determine popularity and of the collection and services (i.e. expand collection of statistics especially for outreach/bookmobile, investigate collection development tools, etc.), T,

Quarterly

- encourage patrons’ gifts to Friends or DAML to supplement tax funds, T,
- increase advertising of all kinds to communicate to public more on library services, T, \$
- increase library use with membership drives and doing programs/services outside of library walls, TT

Ongoing/Continually

- more multiple copies of popular titles, check into lease program & keep multiple copies purchased for book groups, T, \$,
- use color coded labels for youth books to help parents find books by reading levels, TT
- promote Vermont Room: make space more apparent so that public realizes that it is open to them, sign directing from lobby, article, etc., T, \$,
- purchase more Learning Company & other teach-yourself materials, \$
- catalog our databases, T
- use continuation services more for ordering, T (initial development only),
- investigate & implement a way to get staff out to the adult reading room more often so patrons know we’re available, T
- partner with schools and town offices to get copies of materials regarding upcoming votes, hot topics in town, etc. & advertise their availability at library, T,

To begin fiscal year 2010-2011

One Time

- make sure building is environmentally friendly & efficient, T, \$,
- add window painting or sign which allows library's hours to be seen from car, \$
- investigate and add a "for profit" bulletin board for sale items, classes, businesses, etc. is possible \$-\$\$
- get website calendar for meeting room showing our programs & others, with room request feature, T, \$-\$\$
- increase exterior light, including parking area for safety and better sight of building, T, \$-\$\$

Annually

- update all pamphlets, bookmarks, etc. T, \$
- increase staff hours as needed, \$\$
- point to community resources via binder/website, TT

Ongoing/Continually

- create "kits" of topics for self teaching by using pathfinder brochures & cataloging, T

To begin fiscal year 2011-2012

One Time

- improve patio and appearance of all gardens to increase their use (i.e. create path from parking area, advertise patio, bird feeders, add shade & cover from light rain, fix the door to patio so it doesn't slam), TT, \$-\$\$
- place signage in commercial area and all major road directing to the library, T, \$-\$\$,
- investigate laptops for loan for wi-fi access and implement if feasible, T, \$\$
- investigate the expansion or shifting of hours to include earlier morning(s), more evenings, and/or Sunday hours during winter, T, \$\$

To begin fiscal year 2012-2013

Annually or One Time

- begin study of expansion or branch facility TTT, \$-\$\$
- add more computers for internet access, T, \$\$