

**Lawrence Library, Pepperell  
Long-Range Plan  
FY 2017 - 2022**

Approved by the Library Board of Trustees, September 7, 2016

**Members of the Long Range Planning Board:**

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## **Executive Summary**

The Lawrence Library Long Range Plan is a blueprint for delivering services that support our patrons' needs and interests. Planning can focus goals and objectives and create a clear sense of purpose to help future development. The process will identify the library's strengths and weaknesses and provide a basis for ongoing evaluation. The purpose was to reach out to the community by asking residents and library stakeholders to help us envision the future role of the library. The process has been underway for one year, with needs assessment activities composed of focus groups, a survey mailed to all households as well as posted online, and vision exercises with the focus groups. We evaluated facility, programming, collections, and staffing levels and tried to anticipate the needs of users in the next five years.

The Long Range Planning Committee, a diverse group, focused their vision on the future of Pepperell and the essential role of the library in helping the citizenry achieve its goals. The committee agreed upon the following vision:

- Our library will be Pepperell's intellectual and cultural "commons".
- Our library will provide current topics and titles.
- Our library will connect people to Pepperell's rich history.
- Our library will provide and promote information access to all.
- Our library will catalyze and support lifelong learning.

The plan is intended to serve as guide for library service development over the next three to five years. It will be reviewed annually and revised each year as objectives are met, new needs present themselves, and circumstances change.

## **Methodology**

The Lawrence Library Long Range Plan utilized the S.O.A.R. tool to help the planning committee analyze current and future conditions that affect the services the library provides.

The planning process began in the winter of 2015 and was finalized in the Summer of 2016. The public was informed that the library was embarking on a long range plan via the library website, displays, a town-wide mailing, and a press release. A survey was created and mailed to all homes in Pepperell, as well as posted on the library website using Survey Monkey.

The tabulated results of the survey, general population descriptions, statistics, and an overview of current services were provided to the Focus Group. Additional information about the major services the library currently provides, and how those services have been utilized, was also shared.

At the public first meeting the group was given a brief overview of the planning process. They identified a vision for the community, reviewed current library services, and selected preliminary library service priorities based on needs of the community. At their second meeting, they selected the final library service responses.

Armed with the top five service responses, the library staff and Board of Trustees then began to discuss how best to implement these responses. The staff created a vision for the library and then assembled goals and objectives for each of the five service responses. The plan was approved by the Board of Trustees, with revisions they suggested, at their board meeting on September 7, 2016.

## **Mission Statement**

Lawrence Library is dedicated to providing the best possible support for the cultural and intellectual lives of Pepperell residents, and residents of other communities with state certified libraries. Our goal is to ensure that all members of the community have free access to high-quality printed materials, media, electronic resources, and programs that will meet their informational, cultural, and recreational needs. To achieve this goal we are committed to maintaining a welcoming library space and a knowledgeable, helpful, and friendly staff. We also provide meeting space for town affiliated boards and committees, and non-profit groups serving the cultural and intellectual interests of residents. Exhibits by accomplished artists and photographers are held monthly, and there are twice a month music venues September through April.

The library will achieve its mission by fulfilling the following primary roles:

- Providing a collection of popular materials, both fiction and nonfiction, and in a variety of print and non-print formats.
- Providing technology through which residents may access materials for their informational and recreational needs.
- Providing children's materials, programs, and services, designed to encourage a life-long interest in reading and learning and to introduce children to the resources of the library.
- Providing support to the community's schools and to respond to the information requests of individual students.
- Providing a gathering place to support collaborative inquiry and to engender a sense of community among townspeople, including art exhibits and musical performances.

## **Library History and Description**

The Town of Pepperell was founded in 1775 and the first library in town, Pepperell Social Library Society, was established in 1795.

The Lawrence Library was designed by New York architects Ernest Flagg and W. B. Chambers, architects of the Corcoran Art Gallery, Washington D.C.; the Naval Academy, Annapolis, Maryland; the Singer Office Building, New York; the Scribner Office Building, New York; and many others. The Lawrence Library was dedicated in 1901 and is situated on a seven acre site at 15 Main Street, near Town Hall. Charles Farrar Lawrence bequeathed the funds for the purchase of the land, design, construction, and furnishing of the building. He also included funds for the original book collection.

Built in a transitional style of Romanesque and Beaux-Arts architecture, in its day it was the most expensive and finely constructed building in Pepperell. The exterior of the building is constructed of brick bearing walls, Indiana limestone trimmings and a copper roof raised at the top of each of three limestone arches. The building contains an iron framework and at the time of its construction was considered fireproof.

Skylights over the three main sections of the original building were covered with insulation until last summer. After extensive restoration to repair damage done during the winter of 2015, the antique skylight in the art gallery was restored. The gallery reopened on September 12<sup>th</sup>, 2015 with our first natural light art exhibit in over 50 years. Charles Lawrence stipulated that an art gallery should always be part of the building, and the library continues to exhibit work of local artists as well as the 19<sup>th</sup> century American oil paintings bequeathed to the library by Charles Lawrence.

In 1985, an addition was constructed through the generosity of a former Library Trustee, Ethel Clark. Funds bequeathed by Ethel Clark, supplemented by the Town of Pepperell and an LSTA grant doubled the square footage of the building to a total of 13,400. The Ethel Clark addition enabled the library to expand services, especially in the children's area. For the first time, the children's room was able to hold an adequate collection of materials. A storytime room and public meeting space were also added to the lower level. The Ethel Clark addition also made space available for a local history and genealogy collection.

## Library Operations

The Library is a department of town government and governed by an elected six member Board of Trustees. The board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. In 2013, the town of Pepperell voted to adopt Home Rule Charter. The library board's authority remains unchanged

Financial resources for the Lawrence Library are appropriated by the Town of Pepperell. Gifts and interest income as governed by the Board of Trustees, together with State Aid to Municipal Libraries as administered by the Massachusetts Board of Library Commissioners (MBLC), supplement the town's appropriation. Funds raised by the Friends of the Lawrence Library provide for museum passes, supplemental book purchases, and all programming.

The library is managed by the director, who, as required by the MBLC, is state certified and possesses a Master's Degree in Library Science from an accredited institution. The director is appointed by and directly responsible to the Board of Trustees, and works closely with the board in administration of the library. The director is responsible for the hiring of the staff. The Assistant Director/Adult Services Librarian and the Head of Youth Services both hold an MLS degree. Including the director, there are twelve persons on the staff, including one part-time custodian budgeted for ten hours per week. The library staff consists of the Director, Assistant Director/Adult Services, Head of Youth Services, Head of Circulation, two senior technicians, four part-time library assistants, one Page, and one custodian. All staff members, with the exception of the Director and the custodian, are members of the Massachusetts Library Staff Association. The total FTE is 6.33, with non-custodial FTE of 6.07.

As of July 1, 2016, the library is now open 44 hours per week, including three evenings per week and Saturdays; closed on Sundays and Mondays. During July and August, the library is closed on Saturday, reducing service to 40 hours per week.

The Lawrence Library has experienced annual increases in e-book circulation and high rates of program attendance for the last six years. In 2013, the library became one of 51 beta site libraries for the exciting new MA eBook Project pilot allowing the library to expand the selection of eBooks for patrons. Circulation of eBooks, eMagazines and eVideos continues to increase exponentially. The library has 10 computers available to the public for Internet use as well as word processing and has been a WiFi hotspot since 2007.

## Collections and Circulation

The Lawrence Library holdings are 64,388 items. This represents a 27% increase since 2006 and does not reflect the e-collection\* offered through the state's Commonwealth eBook Collections and CWMARS Overdrive. Weeding the print collection is ongoing and needed due to space constraints. A brief description of holdings, as of June 30, 2016, follows.

Items	Adult	Teen	Children	Total
Books	29,824	4,396	19,471	53,691
Magazines	41	4	4	49
Audio	3,877	86	991	4,954
DVD	3,293	0	1,481	4,744
Electronic format	296	0	54	350
Microfilm	518	0	0	518
Miscellaneous	16	0	36	52
e-Collection*	173,835	5,839	6,699	191,373
Total	211,700	10,325	287,360	250,731

Circulation of materials has remained steady. The Massachusetts Board of Library Commissioners (MBLC) compares the libraries in the state according to size of population served. For the nine Massachusetts public libraries in the population range of Pepperell (11,000-12,000), the Lawrence Library has the third highest circulation per full-time equivalent. A summary of circulation for fiscal year 2016 follows.

Items	Adult	Teen	Children	Total
Books	21,897	3,486	26,046	51,429
Magazines	2,869	30	78	2,977
Audio	5,260	134	1,042	6,436
DVD	13,350	121	6,015	19,486
Electronic format	1,386	88	233	1,707
Miscellaneous	353	0	286	639
e-Collection*	7,051	867	506	8,424
Total	52,166	4,726	34,206	91,088

## Library Services and Functions

Traditional library services include the lending of books, magazines, music and audio CDs and DVDs. Traditional services also include reference assistance, reader's advisory

and programming for children, teens and adults. Pepperell offers all of these traditional services as well as being a community cultural center, providing art and music programs.

### **Reference Assistance and Readers' Advisory**

Reference assistance and readers' advisory depends on the experience of staff members on duty. The library has no reference desk, or reference center, and has only the Director, Assistant Director, and the Youth Services Librarian, as trained professionals. All staff members are familiar with the collections and assist patrons to the best of their abilities.

### **Community, Business & Cultural Center**

The Ethel Clark addition to the building (1984) provides a Meeting Room with space for fifty adults, an Activity Center (adjacent to the Children's Room), and an historical/genealogy room. All three of these spaces are used by various support groups, scout troops, town committees, Friends meetings, book clubs, as well as regular children's programming. It was not uncommon to have three meetings held simultaneously in these different spaces, so in 2014 the former Reading Room was renamed and re-purposed as the Lyceum, which doubles as a Business Center while providing an additional meeting space. Additionally, evening meetings/programs are also regularly booked in the Art Gallery, which has a capacity of 75 adults. In 2007, to avoid room booking conflicts, the library added the room reservation module from EventKeeper (Plymouth Rocket) to our existing on-line Event Calendar.

The Friends of the Lawrence Library meet monthly in the Meeting Room, and regularly have attendance between 7-12 adults. The Friends total membership is consistently over 110. The Friends hold an annual Holiday Tree Lighting on the steps of the library, drawing attendance over 600 in addition to Wine Tastings, Book Sales and Yard Sales for fundraisers. They fund the receptions for the monthly art exhibits and bi-monthly music venues, all museum passes, as well as most programming for all ages.

### **Youth Services**

Youth Services programming includes weekly baby, toddler, and pre-school programs, special events, and extended programming during school vacations. Programs for tweens (9-12) and teens have been added, including book clubs, craft programs, movie screenings, and special events. Teens have their own area on the main floor, with a Young Adult fiction book, DVD, and audiobook collection, and a Teen Lounge.

### **Community Description**

The Town of Pepperell, established 1775 (as a district, 1753), is situated 35 miles northwest of Boston and is located at the confluence of the Nashua and Nissitissit Rivers in Middlesex County, Massachusetts. It encompasses 22.9 square miles and borders the State of New Hampshire and the towns of Dunstable, Groton, Shirley and Townsend. Pepperell is nine miles west of Route 3.

Pepperell was once a stop on two railroad lines and has a rich history as both a mill town and a farming community. Pepperell still boasts the community living of the old mill village and the rural character of farmland, forests, and other protected recreation areas.



From 1980 to 1990, the population of the town grew 25.3%, from 1990 to 2000 growth slowed to 10%, and from 2000 to 2010 it grew by 3.2 %.

The median age in Pepperell has been steadily climbing: from 24.3 in 1970, 31.2 in 1990, to 40.6 in 2011. This increase in median age can be attributed to a number of factors which have been affecting many communities, particularly that residents are having fewer children per family than in the past; when having children, they are having them later in life; are remaining in their homes for longer periods; and, are simply living longer.

Age Distribution 2000 Census, 2010 Census % change

0-4: 179 140 -21.79%

5-17: 589 483 -18%

18-64: 1,508 1,582 4.91%

65+: 247 299 21.05%

There is little ethnic diversity in Pepperell. The 2010 Census shows a very small percentage of Black, American Indian, Asian, and Hispanic ethnic groups, with the population being 96.4% White.

### **Housing**

Housing in Pepperell consists primarily of single-family houses, as well as some multi-family and multi-unit apartment buildings. East and Central Pepperell contain the greatest density in housing, representing approximately one-third of the town population, while the northern section of Pepperell contains the least. The southern and western sections of Pepperell fall somewhere in the middle, although they are still very rural in character. There are 292 (8%) single parent households.

### **Employment**

The economic recession in 1989 took its toll on Pepperell. Some industries that experienced cutbacks never returned. Bemis Paper Bag Plant in Pepperell closed. It and another plant, the two oldest, technically outdated and inefficient, closed with some job redistribution to the company's three other larger, more efficient modern plants. Today, the largest percentages of those employed over the age of 16 are managers and professionals; the remaining number of those employed work largely in service occupations, construction and maintenance, and production and transportation. From the 2000 census, 20% of the population worked in Pepperell; 80% worked outside of Pepperell. According to the 1990 Census, nearly 89% drove alone to work; 50% spent less than 30 minutes commuting to work; 36% spent 30 to 59 minutes; 10% spent more than one hour; and 4% worked from home. By observation, in 2006 greater percentages are spending more time commuting to work.

### **Unemployment, Income, and Poverty**

- In July 2016, the labor force was 6,958, with 6,702 employed, and 252 unemployed. The unemployment rate was 3.6%. The highest unemployment rate since 1990 occurred in 1991 at 8.6%. The lowest unemployment rate since 1990 was in 2000 at 2.3%.
- The median family income in Pepperell is \$73,967
- 2% of the families in Pepperell (59) have incomes below the poverty line. There are 411 individuals (4%) below the poverty line.

### **Education**

- 93.1% of residents age 25 and older have at least a high school diploma or GED.
- 32.8% of residents have at least 4 years of college.
- Public schools located within Pepperell are Nissitissit Middle School (grades 5-8), and Varnum Brook Elementary School (grades pre K-4). There is also the private Maple Dene School serving children K through grade 6, with a preschool (The Moppet School) as well as child care both before and after school, and the private Pepperell Christian Academy for pre K-10. Other preschools/day care centers in Pepperell are The Family Tree and Apple Seeds.

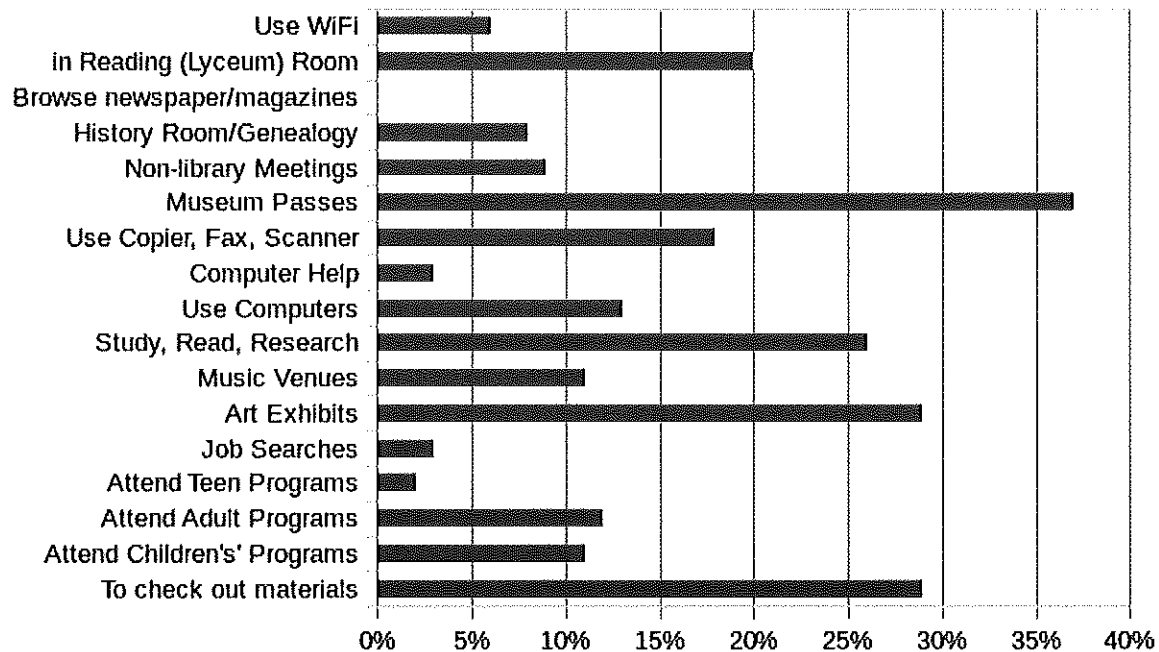
### **Survey Findings**

A two page survey was mailed to all residents in Pepperell in addition to being available on the library website.

*Survey:* There were 1,695 total respondents to the mailed and web versions.

- 11% of respondents used the library web site weekly, with 25% using the web site at least once per month and surprisingly 54% never.
- The largest number of respondents attended adult and children's plus the art exhibits and music venues programs.
- Services used by most of respondents include the borrowing of materials, computer and WiFi usage, museum passes, art and music venues.
- Requested improvements: the majority of respondents consider it important that the library restore funding to meet the state MAR; restore Wednesday evening hours, increase all evening hours and add Monday hours; increase eBook and eMagazine selections and shorten holds, update public computers and more meeting space.
- The majority of respondents considered it important that a librarian should be available to answer reference questions and assist with technology questions during hours of operation.

## Why do you use the library? Select all that apply



The Survey can be found in Appendix A.

Additional Long Range Survey Summary Charts can be found in Appendix B, followed by a Visual Summary in Appendix C and additional comments from the Long Survey in Appendix D. Pepperell Comprehensive Plan can be found in Appendix E, Concept Map in Appendix F

## Focus Group Findings

The key themes that emerged were:

- Focus on intellectual and cultural
- Focus on diversity awareness and socialization
- Focus on emerging new technology
- Focus on extending library hours and staffing
- Focus on promoting existing library services

### *Children's Services*

This past year the children's room has begun offering more programs that incorporate both the sciences and arts. Programs such as Dance Adventures, a movement-based program for children ages 4-6 that focuses on getting active while also encouraging

mastery of basic dance terms, fine motor skills, and engagement in a 'classroom' setting; storytimes that combine stories, games and crafts, Babytime, Yoga, science based crafts, etc.

#### *Teen and Adult Services*

The teens enjoy the YA lounge area created three years ago, but they would like a more private space and more seating to relax and read. They enjoy the current programs offered but would like more programming.

The growing senior population would like a larger selection of large print and e-Materials in addition to more targeted programming. The business community, especially start-up entrepreneurs and home-based businesses also need meeting space. Re-purposing the former Reading Room to the Lyceum Room has helped to temporarily address this issue.

## **Community Vision Statement**

### **Community Strengths and Weaknesses**

The strengths of Pepperell are its clubs and organizations, conservation resources, low crime rate, an active Senior Center, the library, strong environmental awareness and activism, and its rich history. Current weaknesses of Pepperell include a lack of community meeting space, inadequate social health resources, limited low-income housing, the lack of racial and cultural diversity, and lack of public transportation, small business tax base and a narrow base of volunteers. (The strengths and weaknesses have remained unchanged since 2006.)

### **Community Opportunities and Threats**

Opportunities in the coming years include more affordable housing, and more businesses and employment opportunities. Pepperell has recently been recognized as a Green Community. The designation will allow the town to apply for competitive energy grants of up to \$250,000 per funding cycle in the future.

Threats facing Pepperell in the coming years include ongoing school funding challenges, the growing opioid crisis, and increased traffic and congestion.

## **Library Vision Statement**

### **Library Strengths and Weaknesses**

Current strengths of the library include its trained staff; good relations with community organizations and businesses; the library membership in CWMARS; its monthly art and music venues; a strong and active Friends of the Library; a solid collection of current print fiction, non-fiction, and media with a growing e-collection; its meeting space for non-profit community groups and boards and an excellent genealogy and local history collection.

Current weakness of the library is staffing, which includes the need for additional staff to better serve the public on a daily basis and the lack of volunteers or staff for the history and genealogy room.

It's been thirty years since the library addition and space restrictions are impacting services and collection development. Collections require vigilant weeding to address the shelving constraints. There is an ongoing need to provide more meeting space, which has encroached upon areas previously available as 'quiet' space. Until FY17 (July 1, 2016), the hours of operation were at the minimum number of hours required to maintain certification; the recent budget increase to finally meet the state certification has resulted in an increase to 45 hours per week.

#### Library Opportunities and Threats

Opportunities for new service priorities include more eBooks and eMagazines to meet the increasing demand, more teen and senior programs to meet the shift in population, better communication with the schools, and an increase of public knowledge about the breadth of services we provide.

Threats to the library to meet the new service priorities would include staff burnout, meeting room conflicts, and the underfunding for new e-materials.

The Lawrence Library is an aging facility. Thirty years ago, the library addition created a children's room, a meeting room, and space for the local history and genealogy collection. At the present time, the facility is adequately maintained, and collections and programs have been sized to adapt to the confines of the facility. Increasing needs of library users are not being met due to physical limitations of the facility.

In envisioning the future of the library, the staff continues support the following Vision Statement:

- The Lawrence Library will consist of facilities and resources that are well maintained and available for use by all members of the public. The library will provide users of all ages the print and non-print resources they need for their educational, intellectual, and cultural pursuits.
- The Lawrence Library is committed to the opportunities that new technology represents with regard to information accessibility, both within the facility and via the Internet.

- The Lawrence Library will continue to maintain and enhance the historical, genealogical, and local history collections. The library is committed to increasing access to these collections by digitizing the collection. Trained staff and volunteers will assist with use of the materials and in preserving the materials in the collection.
- The Lawrence Library will actively support town boards, committees, and civic groups dedicated to the education and enrichment of town members, by providing meeting and/or exhibit space.
- The Lawrence Library will actively support artists and musicians by providing exhibit space and hosting monthly music venues.

## **Library Service Responses**

From the Community Vision Statement the focus group identified community needs to aid in developing plans with appropriate goals and objectives. The service responses selected for the long-range plan are:

- Commons
- Building and Grounds - restoration and maintenance
- Lifelong Learning, the 'Arts' and Formal Learning Support
- Local History and Genealogy

## **Multi-Year Goals, Objectives and Actions**

**Commons:** Provide space for collections, activities, and events in a welcoming, well maintained environs.

### **Goal 1: Increase library availability**

- Objective 1: Increase hours of operation.
  - Action: Building upon the restored Wednesday evening hours in FY17, advocate for funding Monday hours (FY 18)
- Objective 2: Increase staff hours.
  - Action: Seek to increase 30 hour/week employees to 35 hour/week to meet the additional Monday hours (FY 18)
- Objective 3: Add one additional 30-35 hour/week staff position.
  - Action: Seek funding to meet the growing need for Young Adult/Teen patrons. Initially this would be 15 hours Young Adult programming and 15 hours at the Circulation Desk (FY 20)

**Evaluation: Compare circulation statistics and teen program attendance for the above changes to determine the effectiveness of the changes; poll patrons and solicit suggestions additional for teen programming.**

**Goal 2: Technology friendly with increased access to the Internet**

- Objective 1: Improve the wireless Internet access throughout the whole building.
  - Action: Add 1-2 WiFi boosters in the existing 'dead zones' (FY 17)
- Objective 2: Upgrade public access computers to Windows 10 OS with one software version on all pcs.
  - Action: Purchase 5 new pcs for staff (FY 17)
  - Action: Purchase 5 new pcs for public (FY 18)
- Objective 3: Offer bi-monthly computer classes.
  - Action: Purchase six Window 10 laptops that can be used for classes for the public and staff training (FY 17)
- Objective 4: Expand online resources and add mobile friendly services
  - Action: Work with Boopsie to create a mobile app for the library (one of 4 beta sites in CWMARS) (FY 17)
  - Action: Create a monthly electronic newsletter that is mobile friendly (FY 17)
  - Add new databases to expand our patrons online experience by adding Zinio (eMagazines), ArtistWorks (music and art instructions) and Universal Class (a diverse offering of online tutorials/classes) (FY 17)

**Evaluation: Collect data on the daily use of wireless Internet, mobile app, online resources and computer class attendance.**

**Building and Grounds:** The original 1901 section of the library underwent extensive historical restoration after ice damage in February 2015. This is a good opportunity to launch additional needed repairs throughout the library, including the grounds.

**Goal 1: Create a welcoming environment for all library users**

- Objective 1: Renovate the Circulation Area
  - Action: Paint and wallpaper the area and entryway (FY 17)
  - Weatherize outside wall in circulation area (FY 19)

- Objective 2: Create additional seating/studying areas
  - Action: Re-purpose and purchase furniture to create additional study nooks (FY 17)
  - Action: Brainstorm with staff, trustees and patrons on redefining other areas of the library (FY 18-19)
- Objective 3: Carpet replacement in Media and Non-fiction areas
  - Action: Consult with carpeting/flooring experts and establish quotes and timeline (FY 18)
  - Action: Seek funding at town meeting (FY 19)
  - Actions: Implement (FY 20)
- Objective 4: Reopen the Lyceum Room glass skylight to restore natural lighting
  - Action: Seek funding to duplicate the Art Gallery skylight (FY 18)
  - Action: Consult with expert on ways to protect the Shattuck Bird Collection from possible UV damage (FY 18)
  - Action: Implement the removal of the insulation and installation of the Lexan panels to the skylight and the application of UV protection to the glass panels in the bird display cabinet (FY 18-19)

**Evaluation: Collect data on the daily use of new seating and study areas. Seek feedback from patrons on the renovations and improvements.**

## **Goal 2: Exterior and Interior lighting plan**

- Objective 1: Develop a plan to replace the existing exterior lighting that will improve efficiency while maintaining the historic nature of the library
  - Action: Gather estimates and low cost alternatives (FY 18)
  - Action: Seek funding and implement plan through the Pepperell Green Community grant money (FY 19)
- Objective 2: Restore original exterior light fixture for the portico
  - Action: Seek additional quotes (FY 17)
  - Seek funding (FY 18)
  - Implement (FY 19)
- Objective 3: Update interior lighting. Lighting efficiency has greatly improved since our last update in 2007. This update would allow us to conserve electricity while improving the candlepower.
  - Action: Seek guidance through the National Grid Energy Efficiency program and/or Guardian Energy Management (FY 18)
  - Action: Test various lighting options (FY 18)



- Action: Seek funding through the Green Community Grant and implement (FY 19)

**Evaluation: Monitor electric usage and test candlepower before and after. Seek patron feedback.**

**Goal 3: Build upon and expand the library ADA compliance**

- Objective 1: The elevator doors lack light sensors for obstructions and close unless physically stopped.
  - Action: Update quote and seek funding for light sensors on elevator doors. (FY 19)
  - Action: Install light sensors on elevator doors (FY 20)
- Objective 2: Consider various options to improve access into the building, such as a touch-pad plate to open the doors. This would improve access for the disabled, those with strollers, and those needing assistance.
  - Action: Explore options, gather quotes (FY 19)
  - Seek funding (FY 20)
  - Action: Implement (FY 21)
- Objective 3: Create a handicap accessible trail as part of the Green Brook Trail which is located at the rear of the library grounds.
  - Action: Partner with Nashoba Conservation Trust to design an ADA compliant trail (FY 18)
  - Action: Work with Nashoba Conservation Trust and local landscape businesses to fund the materials and/or labor to create a handicap trail. (FY 19)
  - Implement the work (FY 19)
- Objective 4: Provide a handicap accessible picnic table in the garden area
  - Action: Purchase an ADA picnic table using Campano Gift Fund account. This will be placed in the library garden by the Green Brook Trail entrance (FY 17)
- Objective 5: Repave parking lot which is thirty years old with numerous patched potholes and uneven sections.
  - Action: Seek quote from DPW (FY 18)
  - Request funding from town Capital Plan (FY 19)
  - Action: Pave driveway (FY 20)

**Evaluation: Monitor usage, survey patrons for feedback and suggestions. Update the MBLC Library Accessibility for People with Disabilities.**

**Goal 4: Replace/restore historic copper roof on the original 1901 section of the library**

- Objective 1: Research Massachusetts and Federal historical restoration grants.
  - Action: Work with the town administration and library trustees to establish a 'capital funding' plan for the town historic buildings, which would include the library (FY 18)
  - Action: Attend a *Massachusetts Historic Preservation* Conference (FY 18)
- Objective 2: Locate qualified contractors for replacement/restoration of original copper roof.
  - Action: Obtain three quotes (FY 19)
  - Action: Identify funding source(s) (FY 20)
  - Action: Create a two or three year plan to replace sections of the copper roof in phases (FY 20-22)

**Evaluation: Establish a yearly preventative 'walk-about' for the roof to monitor for potential issues and establish a funded maintenance schedule.**

Lifelong Learning, the 'Arts' and Formal Learning Support: Provides curriculum support for area elementary, middle and high schools, as well as fulfills the intellectual and cultural interests of teens and adults.

**Goal 1: Update the library book (print and digital) collection by continuing new acquisitions and the withdrawal of non-essential, outdated materials.**

- Objective 1: To continue to meet the Municipal Appropriation Requirement (MAR) in order to maintain state certification and needed funding to meet the state materials requirements.
  - Action: Advocate and promote awareness (FY 17- 22)
- Objective 2: Evaluate the Large Print collection to better meet the projected demographic changes and needs (FY 17)
  - Action: Run circulation report, evaluate, weed and update the collection (FY 17, ongoing)
- Objective 3: Expand the e-Book offerings through Overdrive in addition to promoting the Commonwealth e-Book Collection

- Action: Add new databases to expand our patron online experience by adding Zinio (e-Magazines), ArtistWorks (music and art instructions) and Universal Class (a diverse offering of online tutorials/classes) (FY 17)

**Evaluation: Survey patrons and evaluate circulation of these collections and online resources/databases. Determine the number of items added and withdrawn.**

**Goal 2: Current Topics and Titles: Provide library users with current fiction, non-fiction, and media to meet their intellectual, educational, cultural and recreational pursuits.**

- Objective 1: Implement a weeding schedule for the entire print collection to provide space for current materials.
  - Action: Utilize the Evergreen report module for 'dusty' and missing books to identify items to delete from the collection and/or replace. (FY 17, on going)
- Objective 2: Explore new programs to meet the various interests of patrons of all ages.
  - Action: Partner with schools, local business, artists, musicians and local organization to plan, implement and promote the programs. (FY 17, on going)
- Objective 3: Purchase laptops to be used by staff for public classes. (FY 17)
  - Action: Create workshops targeting specific audience ( patrons and staff) on word processing, job search and resume creation, database tips and tricks, Internet and social media safety, basic email setup, etc. (FY 17, ongoing)

**Goal 3: Our commitment through outreach programs to provide books for residents of all ages that may not utilize the library. With a growing number of lower income families becoming disenfranchised within their own communities, local library presence at food pantries serves as a reminder to every family member that our doors are welcome to them as well.**

- Objective 1: Build upon our new partnership with Pepperell Aid from Community to Home (PACH Outreach) by providing books to the Pepperell food pantry.
  - Action: Evaluate the selection, expand categories as needed. (FY 17 , on going)
  - Action: Seek one or two volunteers to help sort, select and label the donated books. Set up a weekly delivery schedule. (FY 17 , on going)

**Evaluation: Determine the number of items added and withdrawn; keep a record of participation in programs/workshops; poll patrons for programs new ideas. Keep a record of the number of books by category that is donated to PACH.**

**Local History and Genealogy: Provides access to local history and genealogical documents and issues of a local, historical nature.**

**Goal 1: Continue to organize access to local historical documents, information, and images for public access and use.**

- Objective 1: Convert the Pepperell Free Press newspaper collection on microfilm to PDF searchable format
  - Action: Allocate funds within the budget each year to send 2-3 years of microfilm to be digitized. (FY 17, ongoing)
  - Action: Purchase a new computer for the History Room and an external drive to back up the digital files. (FY 18)

Objective 2: Utilize BiblioBoard to digitize special collection

- Action: Train staff members to use this program (FY 18)
- Action: Upload images of the Shattuck Bird collection (FY 18)
- Action: Select other historical documents and items from the collection to be added to BiblioBoard (FY 19, ongoing)

**Goal 2: Expand access to the genealogical collections.**

- Objective 1: Increase the number of volunteers for the history room.
  - Action: Solicited volunteers at the Pepperell Senior Center, DAR, Historical Society and Senior Tax Work Off (FY 17)
  - Action: Hold training sessions for staff and volunteers on the genealogy collection and Ancestry.com (FY 18)
  - Action: Select one or two trained history room volunteers to assume the responsibility of training of future volunteers. (FY 18, ongoing)

**Evaluation: Compare past and present activity/usage of this collection; the resulting foot traffic and research queries received. Measure usage of the collection within BiblioBoard and usage of the digitized newspaper collection.**

## Acknowledgements

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Approved by the Library Board of Trustees, September 7, 2016

Charles Burnham, Chair 

Carol Case, Vice-Chair 

Ramona Reed, Secretary 

Fred Kobs

Bob Kowalski 

Lyn Warwick 