

Sherborn Library











**A branch  
to the future**

# SHERBORN LIBRARY – A BRANCH TO THE FUTURE

## LONG-RANGE PLAN 2022 – 2026

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## Long-Range Plan Update: 2022 - 2026

### Mission Statement

The mission of the Sherborn Library is to provide the community with access to information and promote life-long learning, recreational reading, and cultural advancement. The active words in our mission statement are:

	Mission
	Provide
	Community
	Access
	Information
	Promote
	Life-Long Learning & Recreational Reading
	Cultural Advancement

### Special Conditions

In 2022, the Library will be moving into its renovated and expanded facility. The Library has been in a temporary, 1,000 (+/-) s.f. area of the Sherborn Community Center since December 2016, with 80% of its collections held in storage and inaccessible to patrons and staff. The construction project was burdened with many problems causing a 5-year delay in reopening. The COVID-19 pandemic that struck in March 2020 also happened in the middle of the extended completion schedule. The unforeseen, catastrophic circumstances of this period resulted in a decline in circulation of materials by approximately 30%. Daily usage also decreased because of the significant decrease in available seating or study areas. Such declines are not unusual for libraries under construction and the pandemic had common effects on all libraries, including periods of closure.

Beginning in 2021, the community began to recover from the pandemic and surges in usage of the Library's collections and participation in programming were remarkable. Book borrowing increased by 20%, e-Book usage increased 55%, children's attendance in programs increased 27%, and the summer reading program participation doubled. The Library filled a tremendous void in the daily lives of patrons during the pandemic, and the Library received much positive recognition. This anomaly in the historic trends of usage and growth for the Sherborn Library will remain footnoted for the planning exercise. The discovery and use of interlibrary loan and ebook circulation are likely to remain at an all-time high. Programs for adults and children also continued at a strong pace and participation remained remarkably high, with virtual program attendance surging during the pandemic. Library officials anticipate that the reopening of the Library will bring about another surge in usage that will help bridge the gap of the decline during these compromised circumstances.

This plan's span is 2022 – 2026. A five-year plan is a more reasonable period of time to manage the numerous unexpected discoveries that will go along with opening a new and larger facility after many years of working towards the one goal. The vision of this plan is derived from nearly a decade of studying social and technological trends that the Library can make relevant to its mission. We understand that no plan is future-proof,

particularly as we move into an expanded and renovated building. We recognize that adaptation and response to unforeseen circumstances are key to an evolving institution such as the Library that directly serves the public. This plan dog-ears a page in time that we will review in retrospect through an annual action plan to account for the outcomes of a proposed set of actions and ask ourselves why those actions did or did not score the intended results. At the close of the five-year mark in 2026, revisiting the accomplishments and shortfalls of the plan will result in greater accountability for directing the future of the Library.



## **OUR MISSION – THE ABILITY TO *PROVIDE***





*Providing* – in the plan the Library reviews its effectiveness in delivering its services. *Providing* is accomplished primarily through personnel and funding.

### Goals and Objectives for Personnel Providing Services






The Library has always been involved in preparing information for the Town in support of competitive wages for Library staff and submits comparative data annually with the budget requests to the Town Advisory Committee. In the 1990s, The Library Director helped develop and implement the Town-wide performance appraisal documentation and process. In FY2007 the Town hired a consultant whose findings significantly improved the status of wages for municipal employees. The increases were implemented over a four-year period. In FY2017, the Town Personnel Board again began to review the structure and compensation of municipal employees.

In FY2017, the Library reviewed and revised its job descriptions, and wrote three new job descriptions for additional personnel to staff the expanded facility. The positions and funds were voted in the FY2018 budget.

### Goals for Personnel:

-  Hire the new part-time Building Attendant to help with the move into the new Library and the disposal of surplus property.
-  Involve staff in the furnishing and organization of the new public and staff workspaces.
-  Identify the software and hardware that aid staff in producing high quality work, and install them at staff workstations.
-  Coordinate facilities management with the Town for cleaning contracts, HVAC maintenance, groundskeeping, procurement of supplies, mandatory inspections (water, elevator, fire extinguishers, alarms, public safety, LEED certification)

Timeline: 2022-2023

-  Evaluate the role of new personnel in the new Library and refine job descriptions as needed.
-  Review library commensurate salaries and work toward necessary adjustments.
-  Identify staff development funds to advance professional knowledge and allocate time for in-house training opportunities.
-  Implement programs and surveys to comply with LEED recertification.
-  Expand employment opportunities for High School Aides.

Timeline: 2023-2024

### Goals and Objectives for the Provision of Funds






The Library cultivates a public/private partnership to support operational, capital, and programmatic costs that began with the endowments established by Richard and Mary

B. Saltonstall after their dedication of the gift of the Sherborn Library to the Town in 1971. Several of Mr. and Mrs. Saltonstall's peers who worked on the construction and development of the 1971 Library found the experience to be deeply rewarding and were inspired to show their appreciation by following the Saltonstall's example. Several named endowments came about with their generosity to support programs in keeping with the donors' intentions. In launching the 2012 "Campaign for the Sherborn Library," Campaign leaders gave the Library its subtitle "the living room of the community." The response to our Campaign was generous and gratifying, and attracted several donors who responded to naming opportunities for the Children's Room, Nora's Story-Time Tree House, the Friends' Teen Room, the Adult Reading Area Inglenook, the Trustees' Conference Room, and Garden Terrace.

A new generation of donors has come forward with the Campaign for the Sherborn Library. The Richard Saltonstall Charitable Foundation continues to advance their founding heritage with additional contributions from a new generation of Foundation Trustees. The Library Trustees are preserving the original Library legacy to meet with the intentions of today's rising benefactors for the benefit of future generations.

The Friends of the Library's fund-raising introduces pilot projects that are typically absorbed in the operating budget after measuring the success. In 2012, the Friends' Annual Appeal replaced the former "membership" approach to the Friends group. The appeal approach to raising funds is a more accurate reflection of the inclusive nature of Friends programming.

#### Goals for Funds Management:

-  Begin the construction punch list to close out the project.
-  Review the project's financial audit.  
Timeline: 2022
-  Review the existing and newly established endowed programs of support to help fund the stated goals of this plan for personnel and maintenance, public services, technology and programming.
-  Review policy to determine the feasibility of fee-based rentals of use for the expanded space such as the Community Room.
-  Refresh communications with Library Project donors to design programs of services to potentially establish endowed recurring programs in the new and renovated spaces.  
Timeline: 2022 – 2024



## OUR MISSION – STAY ACTIVE IN THE *COMMUNITY*

Between 2010 – 2030, the small population of 4,119 in Sherborn is projected to decline by 11%, to an estimated population of 3,666 (Boston Globe West 1-30-14 "Anticipating changes".) Structurally, the Town does not have a public water or public sewer system and this has required stringent zoning laws. The small population of the Town cultivates a very strong sense of community among residents. Conversely, it can also offer immense property privacy and lack of intrusion that others prefer. Most of the residential areas in Sherborn do not offer conventional neighborhood settings that are conducive to neighbors meeting casually or for children's free play. For this reason, a high number of Sherborn households become involved in voluntary committee work for the schools, Library, civic and cultural organizations, and local government to meet their neighbors.



At its 1971 dedication, the Library was characterized as a community center, and it has fulfilled that characteristic by often serving as residents' first meeting place in the children's space, at Library programs and volunteer opportunities, and on the Friends of the Library Board and its Welcome Committee.

### Children's and Youth Services

One of the main forces behind the success of the Campaign for the Sherborn Library is the construction of a children's wing. The adjoining wing dedicated to children's services will create the greatest change to the Library's operations. Adjustments in personnel and maintenance, managing egress to the building, and a shifting of service priorities will all take place with the opening of the renovated and expanded Library.

Three areas will be gathering spots for children and youth:

### The Elissa Bradley-Clews Hickey Children's Wing

This expansion from 985 square feet to 3,616 square feet will offer comfortable seating, group study space, age-appropriate technology and educational games, maker-space accommodations, interactive media, play space, accessible stacks and tutoring carrels. The Children's Wing is named for one of the Campaign's most generous benefactors.

### Nora's Tree House

Extending over the landscape's rock outcropping on the southeast wing of the building is Nora's Tree House, the children's story-time and craft room within the children's wing, named for Nora Elizabeth Searle, a beloved Sherborn teen and Library enthusiast who died of cancer in 2012.

### Friends' Room for Young Adults





The existing Conference Room and Art Gallery that is adjacent to the Young Adult space has been renovated to accommodate group study and makerspace for youth. Console workstations and media services will enable students to work on ongoing, collaborative projects or create information. The space is dedicated to the Friends of the Library's efforts and achievements. The Friends have worked tirelessly on the Campaign and supported the Library over many decades to enhance services for youth.

### Weezie's Terrace & Children's Garden


The Library received a donation from the Weezie Foundation to establish an educational garden and patio surrounding the children's wing. A landscape plan is under development to create a space where children gather outside the Library, a feature that became even more relevant during the pandemic.

These child and youth spaces are associated with donors and personalities that already lend them warmth and meaning beyond the bricks and mortar. The donors honored in the named gifts are inspirational; their examples guide future services.

### The Maker Space: Our Community Creates

-  Continue to work with the Friends of the Library to coordinate and integrate programs with the schools and engage newcomer families.
-  Renew outreach to Teen Advisors to help make the new space a haven.
-  Develop a tutoring policy for the use of new space.
-  Recruit parent advisors through the Friends to help evaluate the child spaces.





Timeline: 2023

-  Expand the 2014 Maker Space and provide flexible furnishings, equipment, and technology to spawn STREAM activities (science, technology, reading, art, engineering, mathematics.)




1. Add 3D printers, as of 2021 we have only one mini.

2. Seek Friends' support for technology, devices, equipment.
3. Continue to apply for Sherborn Business Association grants that we've secured for the Maker Space equipment and Library of Things.




Timeline: 2023 - 2024

-  Design program traditions to be held in Nora's Tree House on learning about nature and science that offer incentives for advancement by awarding achievement badges.
-  Establish "Dadurdays in the Tree House" with the existing "Dads and Donuts" program for father & child maker-space activities and Dad readers.
-  For 'tweens and young adults, keep the Tree House Club connection by advancing the programs for higher interest and appoint Tree House teens to mentor the youngest patrons.
-  Strike a useful social networking relationship for homework helper messaging on Library portals and "Who Knows How" in the Makerspace.

Timeline: 2023 - 2024

-  Partnering with Broadmoor and Elm Bank resources, establish Science and Art in the Garden with an annual exhibit created by the Tree House Club in the Library Garden with guided tours.
-  Challenge young scientists to create a robotic Library mascot.
-  Lead an e-pal correspondence class for grandparents and grandchildren to use email to exchange stories about current events and family history.



Timeline: 2023 – 2025

-  Become a publishing library by working with youth to create picture books and illustrated journals for developing a budding author collection.
-  Recruit youth for community service credits to volunteer in the Tech Lab to create content for "The Digital Commonwealth" ([digitalcommonwealth.org](https://digitalcommonwealth.org))
-  Create more paid jobs for youth. The Library is the best job for apprenticing, mentoring, and acquiring the love of learning.



Timeline: 2024 - 2026

### Adult Services Creating Community




Sherborn adults actively use the Library for recreational reading, making family connections, attending cultural and educational programs which are sponsored by the Library and by community organizations in the meeting spaces, and for research and computer access. Our 2015 data showed that the largest demographic segment to use the Library were those born 1963-1971. This group was followed closely by those born between 1952-1962, then 1942-1951. The fourth largest user group was the school-aged, born 1998-2003. While residents shift in and out of these age groups, the demographic pattern remains. More comprehensive and current data may be gleaned from the PEW Study, "Millennials are the Most Likely Generation of Americans to Use Public Libraries," ([www.pewresearch.org/topics/libraries/](http://www.pewresearch.org/topics/libraries/))

-  Expand the "Book Sizzle" concept and push technology messaging by continuing to tailor book list highlights to patrons' emails for instant requesting.
-  Formalize the Maker-Space concept for adults in the expanded and renovated space as adult attendance at hands-on programs and lectures is on the rise.

Timeline: 2023

-  Create a media center café in the renovation that enables patrons to download books, movies, and music and to pursue their own imaging/digitizing projects.
-  Organize an office stop for patrons to use for scanning, printing, conferencing, copying, faxing, etc., potential fee-based services.

Timeline: 2024



-  Establish a writer-in-residence program and writing retreats to become a publishing library.
-  Offer an artist-in-residence program and exhibit creator-space hanging in the new Community Room Art Gallery.
-  Work with the Trustees' Finance Subcommittee to identify an endowed program to help assist with stipends for the writer- and artist-in-residence programs.  
Timeline: 2025-2026

#### Services to Senior Citizens Creating Community

The Library established the “Bring a Book” delivery program to housebound residents, including senior citizens and patrons who are temporarily unable to transport themselves to the Library. A team of volunteers were on-call to deliver books and other materials to housebound residents. This service was widely publicized throughout the Town. A small number of residents depended upon it for access to Library materials.



The future demographic projections show that Sherborn’s population will shift to an increasing number of senior citizens, as the Baby Boomers take retirement. The Library’s Building Program recognized that the proposed renovations to make a separate children’s area also benefits the adult reading area, so that adults of all ages will be able to spend quiet time, and make use of the community living room.

More than half of the Friends’ Annual Appeal proceeds support adult activities and services. This section describing services to seniors represents our effort to provide outreach and accommodations of special interest to the senior set of our adult users.

-  Work with the Council on Aging to coordinate space reservations in the Community Room for their Lifelong Learning series.  
Timeline: 2022
-  Work with the Council on Aging to provide training or equipment for the use of new technologies in the renovated space.  
Timeline: 2023

#### Virtual Programming

Designing the virtual Library to widen modes of access began with the concept of “the Library without walls,” with digitalization of collections, and virtual reality headsets. The pandemic years of 2020 to 2022 and likely beyond, has demonstrated that virtual participation in Library programs is accessible and essential. Using the Zoom platform, 1,782 patrons participated in virtual programming in FY21 and the audience was made up of a more diverse population.

-  Extend invitations for virtual access to programs for the foreseeable future.
-  Continue to research user-friendly tools to experience the Library virtually.







#### Interaction with Community Groups

The Friends of the Sherborn Library is a vibrant community organization that greatly augments the Library’s ability to provide service and innovation, and also underwrites the endeavors of other community groups and civic organizations with a cooperative, supportive spirit. The outreach of Library staff to community groups serving all ages is also a successful facet of our programming. The Library and the Friends have worked in conjunction with the Sherborn Lions’ Club, the Sherborn Garden Club, the Boggestow Garden Club, the Sherborn Arts Council, the Sherborn Historical Society, the Sherborn Historic Commission, the Energy Committee, Sherborn Dollars for Scholars, the



Sherborn Business Association, the Council on Aging, Pine Hill School & Dover-Sherborn Regional Schools, the Community Center Foundation, and the Sherborn Fire and Rescue Association. The Library has received mutual support from many of these organizations. The Library provides meeting space to many of these groups and others. Finally, the Library also taps the talents of local individuals for programming and services, and provides a platform for many groups to make relevant informational displays or presentations about their vocations or avocations.







#### Goal for Fostering the Influence of the Friends of the Library:

-  Trustees and staff post news and information on the “Sherborn NextDoor” forum which has attracted the attention of many residents and community groups.
-  Trustees and staff share information to promote on the Friends of the Library and the Sherborn Library’s social media pages.
-  Library staff launches online reservation software to further promote and streamline Library, Friends, and community-sponsored events; also raises the profile and ease of access to the Friends’ museum pass program.
-  Trustees increase interaction and consultation to the Friends for coordinating the use of resources, planning, and the Annual Appeal.
-  Trustees and Friends host a special ribbon-cutting event to dedicate and celebrate the naming of the Friends’ Room for Teens.  
Timeline: 2022
-  Trustees coordinate programs of endowment support with the Friends’ initiation of pilot projects or recurring program funding:  
Timeline: 2023 - 2026

#### Library Volunteers Creating Community

In addition to the voluntarism of the Friends and the work that the Trustees as elected officials do voluntarily on behalf of the Library, the Library staff trains working volunteers and encourages social engagement for working volunteers. Volunteers may help at the circulation desk where they are able to meet and greet others. A team of volunteers is also assigned to special or routine hands-on projects. The Library also has an active role in helping Middle and High School students to fulfill their community service hours, and develops projects and models for scouts to achieve their ranking status.

#### Collective Goals Helping All Groups:

-  Revise and update all Library policies to govern and access the renovated and expanded space and for the after-hour use of Community Room for eligible groups.
-  Use social networking and mobile apps to connect with potential users and build an online community that keeps the Library in the forefront and virtually connects those who are not able to come to the Library in person.
-  Develop techniques for data analysis to guide programs and collections.
-  Expand push technology methods, interactive media displays to promote collections and services.
-  Provide working space and office equipment accommodations for residents working from home or studying, and use of the small meeting rooms for informal conferences.
-  Seek ways to connect the generations in the “living room of the community.”



## OUR MISSION - ENABLING ACCESS

The Sherborn Library is open 46 hours a week and is one of the few small libraries in the state (besides the Cape Cod libraries) that opens some weekend hours in the summer. The number of hours we are open to the public is one of the performance factors where we exceed state standards for our population group, but certainly not the expectations of the community. Convenient access to Library services and the facility is a major factor in keeping the Library integrated in residents' lives. Further, with the reopening of the renovated and expanded Library, the new Community Room will permit community groups to gain after-hours access when the Library is closed to the public.

The physical access factor of our mission relates not only to the privilege of visiting our facility and finding services available when needed or wanted but access is also imperative for making services available to handicapped persons. The renovated and expanded Library is ADA code compliant. The Community Room will be outfitted with assistive technologies that permit full participation.

Access also means the building should be safe, clean, comfortable and conducive to quiet study as well as accommodating lively group events that are in keeping with our mission. The Library's Building Program examined the issues that ensure these conditions are met in the renovation.

Goals to improve access:

- 🔒 Work to secure an increase in funding for personnel for adequate staffing levels, utilities costs, and routine interior and exterior building maintenance.
- 🔒 Determine adequate and appropriate personnel available to manage private and public bookings and maintenance for the Community Room events and exhibits.
- 🔒 Work with the Disabilities Advisory Committee to continue to address the implementation of assistive technologies in the Community Room.
- 🔒 Review and implement the recommendations of the Landscape Study Committee which volunteered to assist with the planning and design of the Library grounds and adjacent Municipal Campus landscaping.
- 🔒 Integrate with the Town Buildings budget the costs associated with the inspection and maintenance of the new elevator, fire and safety apparatus, HVAC, water and energy inspections.

Timeline: 2023 - 2025

Once we are up and running in the new Library:

- 🔒 Ensure the dual egresses, inventory control and reception areas of the Library are adequately staffed for the safety of the premises, public, and staff.
- 🔒 Determine that current levels of Town insurance are adequate for any new purposes associated with the Community Room, permanent or revolving art exhibits, artifacts, and special collections.
- 🔒 Evaluate future security and supervisory technology such as camera surveillance, card readers and radio frequency identification (RFID) systems for optimizing staff, safety and security in the expanded and renovated building.

Timeline: 2023 - 2026



## OUR MISSION – THE SOURCE OF *INFORMATION ACCESS*

In 2013, the Library joined the Minuteman Library Network which has greatly improved resource sharing and access in the community. Additionally, membership in Minuteman has been a boon during the construction of the Library while 80% of the collection is in storage and the staff is temporarily relocated. Requests for materials can be fulfilled by the Network and, further, our Library can borrow from collections nation-wide, while the interlibrary loan delivery system brings requests close to home in Sherborn. Acquiring new materials continues during construction but older Sherborn Library materials that are available in the Network have been stored since December 2016.

The Sherborn Library is a member of the Digital Commonwealth and was one of the first libraries in Massachusetts to digitize its local history resources, which may be viewed on the Internet Archive ([archive.org/details/sherbornlibrary](https://archive.org/details/sherbornlibrary))

Goals of technology access:

- ❖ Continue to apply and interpret the findings of the Technology Committee's research on future libraries and the digital age.
- ❖ Revisit newly built libraries' technology installations while updating the Sherborn Library's technology specifications in consultation with Town IT.
- ❖ Install self-checkout stations.

Timeline: 2022

- ❖ Help inspire and direct the technical design and capability of the Teen Friends' Room for collaborative work and provide consultation for programming mentioned in the goals for child and youth services section above.
- ❖ Expand Library social networking programs for remote, hybrid or long-distance participation in Library programs and events.
- ❖ Upgrade the Library's website platform from the older Express Engine to Craft CMS, or comparable platform.
- ❖ Provide the training capacity to assist the public with creating their own digital content, such as family histories, personal inventories, research and instruction.

Timeline: 2023 - 2025

### Research Services and Readers' Advisory Service

People of all ages and stages enjoy and expect welcoming, kindly customer service and the serendipitous pleasure of striking conversations with neighbors or newcomers in the Library setting. The Library staff believes we offer attentive, friendly customer service in fulfilling patrons' research and readers' advisory services. Strong recognition of staff approachability and excellent customer services continues to be expressed by the community and places our public service acumen at the top.

The staff keeps record of the number of reference questions fulfilled annually. In 2019, we fielded 4,069 questions while in the small, temporary space during construction delays, and were on track to exceed that figure in 2020 until the COVID-19 pandemic closed our doors from March 13 – June 8. Prior to moving out of the Library for construction, the number of questions answered annually was closer to 5,000. During the pandemic, Library services were restricted to telephone, email and curbside pick-up of remotely requested materials; there was no in-person service, browsing, or access to the Community Center building that temporarily houses the Library. The talented staff developed virtual programming activities and participation

was high. Digital collections were expanded and usage soared. In May 2021, the Library reopened for browsing and, in October 2021, the Library began to offer limited in-person programming, as well as virtual programs.

The distribution of reference questions lands across the following roles:

<u>Popular information</u>	<u>Independent Learning</u>	<u>Formal Education Support</u>
Adult: 55%	35%	10%
Child: 45%	20%	35%
YA: 45%	10%	45%

Most of the reference transactions (65%) take place in person from all three groups. About 25% are conducted by telephone and 10% by email. This distribution is likely to shift after the pandemic taught people new ways to access the Library. For example, during the pandemic, usage of the OverDrive eBook and audio collections, Hoopla and Kanopy movie and Freegal music downloads increased by 30%, and these new access points are not likely to decline.

#### Allocation of funds to the reference collection:

The Library has greatly reduced its collection budget for print reference materials and reapportioned the amount to digital resources and databases. This shift relaxes funding constraints for acquiring new materials that are conveniently accessible and meet current service demands.

Goals to improve reference service to adults, teen-agers, and children:

- i** Contextualize research and reference services by integrating them topically to complement programming, e.g., develop genealogy guides for the Genealogy Club; create a virtual collection of resources for the Makerspace, etc. Explore the possibility within the Minuteman Network of group purchasing agreements for specialized digital resources.
- i** Involve staff with architects and designers during the move-in for the organization of the information desk and research areas.

Timeline: 2022 - 2024





## **OUR MISSION - *PROMOTING* THE LIBRARY**

The Friends of the Library organization does an outstanding job of promoting the Library throughout the community with its annual appeal and “Among Friends” newsletter. The newsletter lists the names of donors as well as Friends’ activities and goals. Working with the Friends to promote programming, the Library maintains its own well-utilized website that is inclusive of Friends events. Donors may contribute to the Annual Appeal online, or purchase tickets for fund-raising events. The Library and the Friends use Constant Contact for newsletters, and promote events using Facebook, Instagram and Sherborn NextDoor.

The Library’s opt-in mailing lists for events have approximately 900 subscribers. The Library emails lists of new acquisitions and specialized bibliographies which show a rapid response in requests made evident in Minuteman’s local holds report and instant visits to inquire about availability. The Library uses registration software to book and remind program registrants of events. Library news appears regularly in available local media but the demise of local newspapers necessitates our greater use of social media. The Librarians design eye-catching signage and post flyers throughout the Town in

popular locations and in neighboring towns. Displays for programs and collections are always refreshed. Brochures and instructional materials are centrally displayed to assist patrons in navigating MLN and local resources. Our website includes links to relevant local community groups and the Town's official websites.

Goals to promote the Library:

-  Work with the Friends and Trustees to develop a brochure that describes the giving opportunities, both as members of the Friends and also for contributing to the endowment fund.
-  Establish a stronger communications link to the Middle School and High School libraries for enriching the collection in areas of the curriculum, and install a youth representative to school/public libraries who can facilitate communications as well as fulfill their community service hours.

Timeline: 2023-2025






## **OUR MISSION - LIFE-LONG LEARNING & RECREATIONAL READING**

Libraries were developed by America's brilliant founders who believed that learning didn't end after formal education and that all citizens are entitled to learn for their lifetimes. American Industrialist Andrew Carnegie donated the equivalent of billions in today's dollars to fund the construction of 2,500 public libraries around the world and many of those libraries are being renovated and expanded for cities and towns in Massachusetts today. The value and enjoyment of self-directed learning is planted in the youngest child by public library outreach in communities. Throughout every stage of life, libraries serve a purpose.

To be strong in its mission to further life-long learning, the Library must have a diverse collection of up-to-date materials and the purchasing power to acquire high-demand books and media that rises with popular culture. A small library must have equal access to resource sharing opportunities sustained by the free public library system to enrich its own collection for local patrons. Because of interlibrary loan, our small library extends beyond its walls.

In 2021, borrowing from the print collection increased 20%. To supply copy to patrons during the pandemic, the Library allocated more of its materials budget to eBooks during the pandemic, resulting in a 55% increase in eBook borrowing. The discovery of the new, user-friendly Libby app in Minuteman and time sheltering during the pandemic increased the profile of the resources, and this is likely to stay.

Goals to further patrons' life-long learning experiences:

-  Examine the collection as would a curator, and deaccession materials that are obsolete or are well-represented in the Network keeping in mind that, in a small library, collection development is not always based on usage counts but on striving for general interest, discovery and local relevance.
-  Continue to purchase eBook and audio download copies simultaneously with print so that high demand reading is fulfilled equally across formats.
-  Evaluate the collections that have now been in storage for 6 years using data from the Minuteman Library Network on holdings and usage patterns.

Timeline: 2022 – 2025

-  Develop another public survey to apply to this long-range plan.

Timeline: 2025-2026



## Library Circulation

One indication of how well the Library measures up to adequately meeting the needs of the life-long learners is reflected in the annual circulation statistics. This is not the only indication, as computer use, programming attendance, use of information services and periodicals, meeting room use and general attendance are not reflected in the circulation figure. The discussion below looks exclusively at the number of items checked out of the Library each year. In reporting annual circulation to the state, use of local digital collections as well as those managed by the Network are included. Special attention is given to this subject in the long-range plan because the Library profession continues to rank libraries based on the volume of circulation.

We will attempt to garner some meaning from the historic circulation patterns, but much has changed. The Library's arrival as a member of Minuteman has impacted our forecast. The proliferation of eBook usage with the advent of the Kindle reduced long waiting lists at libraries for print copies, which once represented about 30% of the Sherborn Library's total circulation. That surge modulated, and free library access to eBooks through OverDrive in Minuteman improved, attracting the popular reading crowd. Five years of the Sherborn Library's prolonged construction project pressed the reset button to some degree on our projections for compounded growth, reducing the offerings and consequently the usage for longer than expected. Finally, libraries have been pleasantly surprised to find that program attendance gained momentum and Sherborn is no exception to that with a compounded 10% annual increase over the past decade.

SHERBORN LIBRARY CIRCULATION TRENDS FY 2011 - FY 2022																
	Circulation		(a) Print		(b) AV & Digital		(c) ILL	GT*	Total Budget	Physical collection holdings			A/J/AV	Digital	Collection	YA
	Adult/YA	Juvenile	Adult/YA	Juvenile	Adult/YA	Juvenile				Adult	Juv./YA	AV a	AV j	Holdings	Exp.	Usage
FY11	35,808	32,142	12,148	10,327	1,136	91,561	381,788.00	26,255	18,723	2,370	1,624	3,594	61,272	4,376	1,667	385
FY12	30,363	32,531	14,047	9,265	1,005	87,211	384,844.00	28,403	17,155	2,339	1,277	18,837	59,389	4,345	1,771	213
Non MLN FY13	27,232	27,584	13,255	9,243	1,106	78,420	390,270.00	25,578	19,617	2,437	1,338	35,522	63,387	4,591	1,775	293
MLN FY14	18,939	15,186	11,491	4,988	16,024	66,628	394,389.00	28,541	20,080	2,755	1,306	24,452	63,950	3,867	1,728	560
FY15	19,352	16,358	11,971	4,933	19,188	71,802	399,904.00	24,917	20,423	3,015	1,428	34,216	64,323	3,900	1,883	908
FY16	18,802	19,170	18,775	4,430	21,088	82,265	407,448.00	29,461	19,958	3,196	1,621	47,887	66,226	4,044	1,840	1,091
FY17	13,069	15,473	11,924	2,441	16,447	59,354	405,560.00	25,419	18,644	2,985	1,387	60,720	71,092	5,597	1,602	871
FY18	12,066	14,663	15,284	3,028	16,333	61,372	473,620.00	26,165	19,590	3,175	1,442	105,693	70,783	1,575	1,396	1,243
FY19	13,342	15,258	13,133	3,068	18,571	63,372	531,008.00	26,212	20,089	3,344	1,543	78,472	66,264	1,557	1,506	1,660
FY20	12,612	12,340	20,895	2,686	13,010	61,543	499,363.00	26,656	19,662	3,422	1,348	83,787	75,151	1,325	1,574	1,387
FY21	13,567	15,359	25,311	1,421	18,934	74,592	513,874.00	28,599	22,545	3,435	1,626	101,102	86,212	2,040	2,165	815
FY22	17,049	21,649	23,170	2,626	15,063	79,557	564,735.00	27,316	20,782	3,649	1,604	109,584	98,097	2,651	1,724	1,114
% change 5 yr.	41%	48%	52%	-13%	-8%	30%	19%	4%	6%	15%	11%	4%	39%	68%	23%	-10%
% change 10 yr.	-52%	-33%	91%	-75%	1226%	-13%	48%	4%	11%	54%	11%	4%	60%	-39%	3%	-10%
High 10 yr.	35,808	32,531	25,311	10,327	21,088	91,561	564,735	29,461	22,545	3,649	1,626	109,584	98,097	5,597	2,165	1,660
Low 10 yr.	12,066	12,340	11,491	1,421	1,005	59,354	381,788	24,917	17,155	2,339	1,277	3,594	59,389	1,325	1,396	213
Growth 10 yr.	-52.39%	-32.65%	90.73%	-74.57%	1225.97%	-13.11%	47.92%	4.04%	11.00%	53.97%	-1.23%	2949.08%	60.10%	-39.42%	3.42%	189.35%
Growth 5 yr.	41.30%	47.64%	51.60%	-13.22%	-7.78%	29.63%	19.24%	4.40%	6.08%	14.93%	11.23%	3.68%	38.59%	68.32%	23.50%	-10.38%
Annual rate 10 yr.	-7.15%	-3.87%	6.67%	-12.80%	29.50%	-1.40%	3.99%	0.40%	1.05%	4.41%	-0.12%	40.74%	4.82%	-4.89%	0.34%	11.21%
Annual rate 5 yr.	7.16%	8.10%	8.68%	-2.80%	-1.61%	5.33%	3.58%	0.86%	1.19%	2.82%	2.15%	0.73%	6.74%	10.98%	4.31%	-2.17%
Diff. FY20-21	28%	41%	-8%	85%	-20%	7%	10%	-4%	-8%	6%	-1%	8%	14%	30%	-20%	37%

Extraordinary circumstances: From FY17 to FY22, the Library was under construction and relocated to the Community Center, approximately 1,000 s.f. of space. 80% of the collection was stored in an inaccessible location. This reduced the circulation figures for the local collection.

Additionally, beginning March 13, 2020 the Library complied with the COVID-19 pandemic restrictions and closed to the public, reopening on June 1, 2020 for "curbside pick-up" and virtual programming. The circulation was negatively impacted by the closure and restrictions. More than 1,800 curbside transactions between June 1 and the end of FY21 (June 30) are included, as well as attendance at virtual programs and the use of local and Network digital collections.

The following analysis serves to define and analyze the various components that impact circulation as an output measure in its support of life-long learning. The Library has identified nine components that effect output as seen in the annual circulation:

1. Community Literacy
2. Definition of Library Circulation.
3. Statistics and Data Sources.
4. Profile of the Collection.
5. Interlibrary Loan, Networks, and Resource Sharing.
6. Impact of Personnel.
7. Impact of Funding.
8. Circulation Projections.

## 9. Circulation Charts and Graphs.

### Sherborn Reads

The Sherborn Library is fortunate to serve a community of readers, of families and individuals who practice an established library tradition that is valued and integral to their daily lives. Our readers are comprised of a good balance of non-fiction devotees, *literati*, and exuberant best-seller fans. Many cross-over for a change of pace, influenced by their participation in the rising number of neighborhood book clubs, favorable book marketing impressions made upon them by the media, or in taking the Librarians' recommendations and noticing the Library's inspiring displays. The Sherborn Library has enjoyed significant increases in the use of the circulating collection by the community, as illustrated on the appended chart and graph exhibits.

### What Do We Mean By Library Circulation?

The phrase "library circulation" traditionally represents the number of items checked out at the circulation desk to patrons: books, periodicals, audio-visual materials, and museum passes. Not included in the chart's circulation and usage statistics are the in-house use of newspapers, periodicals, reference books and reference services, the use of the local history collection, hits on the Library's website, and the use of the Internet and auxiliary Library services, such as attendance at programs, and the reservation of meeting rooms and equipment. The sole reliance on "circulation statistics" kept by the computer for each item checked out to gauge usage and judge the strength of the Library is only one facet of a strong array of services the Library provides.

Regular usage of the *non-circulating* collection and auxiliary services is considerable, and would greatly increase the figures shown on the exhibits on usage. For example, there are numerous citizens who consult the Library's business reference sources, consumer magazines, and daily newspapers everyday. The Library is also aware of the steady traffic of users who strictly use the Internet computers and are not registered to borrow from the collection - they do not use the Library for any other purpose but to check their email or search the Internet. These non-borrowing users also have a high impact on the personnel and collection resources of the Library, as well as its technical and physical infrastructure.

### Rate of Annual Growth

Prior to moving out of the Library and into the small, temporary accommodations at the Community Center (SCC) in December 2016, placing 80% of the collection in remote storage, the Library was trending towards an average annual circulation of 80,899 or 18 uses per capita a year. The Library moved into the SCC with only two years of the latest adult and young adult acquisitions, and two-thirds of the children's collection. This equates to approximately 12,000 collection items available to borrow out of the total collection holdings of 55,000.

Young adult usage of their designated collection, which had been trending upward, was hard hit with the relocation because of the lack of seating and quiet study space in the SCC for collaborative work. Juvenile usage, which was challenged by the lack of a separate children's room in the original Library, was further impacted by our temporary space which offered the collection but no seating space or room to explore.

The FY2020 circulation (7/1/2019 – 6/30/2020) was nevertheless trending to rise higher but it was interrupted by the COVID-19 pandemic during which time we were closed to the public and limited to curbside pickup in June.

Construction and the pandemic aside, adult usage of audio visual and digital materials continued to rise by nearly 5% each year over the past 10 years, with a surge of growth in the past 5 years of 40%. In particular, a 45% spike in the use of eBooks (OverDrive)

and a 47% spike in the use of movie downloads (HOOPLA & Kanopy) occurred during 2020 and COVID-19. Discovery of these resources during the isolation of COVID are likely to prevail post-COVID. Curbside pick-up took off and, coupled with our reopening for browsing in May 2021, the usage of our print collections rebounded with an 8% rise in adult and young adult and a 24% increase in use of the children's books.

In FY21, the circulation increased overall by 21% which is remarkable. The increase includes a 46% increase in interlibrary loan borrowing checked out in Sherborn, a return to the pre FY16 levels when we were in the Library building. This suggests residents were browsing the Minuteman Library collections and requesting online to a much greater extent during the pandemic.

The grand reopening of the renovated and expanded Library in 2022 will be an exciting measure of circulation and historic usage.

#### Life-Long Learning: Conclusions and Projections on Circulation Trends

📖 The circulation trends for books and media borrowed from the Sherborn Library show that the community continues to enjoy our collection and that Sherborn makes time for reading. Sherborn citizens value the experience of visiting the facility to browse our collections and mingle with staff and neighbors, and find it convenient from time-to-time to expand their library horizons by visiting neighboring libraries or using remote, online access to the Minuteman Library Network. Sherborn readers will choose both print and digital. Opening the first designated children's room and young adult collaborative workspace in the renovated Library will top it all off.

We have developed the charts on usage with the purpose in mind that, although they are limited to measuring growth and expansion of service based on a factor of items checked-out, they help us mark time and think about our priorities to financially support activity. There is excellent accountability performed by the Library staff. The depth of analysis that we have provided for the figures are to give the non-Librarian an understanding of the work the Library staff has done to adapt services, resources, and finances to the dramatic changes occurring on the cusp of two centuries.



### **OUR MISSION – OPPORTUNITIES FOR *CULTURAL* ADVANCEMENT**





This dimension of the Library's mission encompasses all other facets of the mission. All of the components discussed above are culminated in citizens' cultural betterment, leading to their personal ability to contribute to society through family, work, charity, education, government, community, and leisure activities in their given time.

The Friends of the Sherborn Library are the chief supporters of the Library's cultural aspects. Membership in 16 area museums are costly investments for the size of our Town, but are highly valued programs. In addition to borrowing museum passes, patrons value the art exhibits and displays which the Friends arrange.

In 2021, throughout the pandemic, the Library offered 139 virtual programs with a total attendance of 3,010. The total program attendance in 2019 (pre-pandemic) was 3,223. Adult attendance at Library programs has more than doubled since 2010. The array of programs we offer are supported and organized by the Friends, or funded by the Friends for the Library staff to organize. The Friends of the Library and Library staff work together to develop programs for the public. The Library frequently co-sponsors

programs with other local organizations such as the Historical Society and Council on Aging.

**Goals to Support Cultural Advancement:**

-  Work with the Friends to develop an annual budget allocated to programming, based on past expenditures, current costs, and public response.
-  Work with the Friends to creatively publicize events and exhibits using social media, website, school news, local press, signage, public announcements, mailings, and newsletters.
-  Identify programs of interest to teens and strengthen the nature and meaningfulness of their community service projects.
-  Develop exhibits and display space to attract children's interests.

This concludes the outline of goals we have identified as integral to the Library's success in carrying out its mission over the next five years. The following section describes the current plan for the Library's technology infrastructure and expanded technology services. A planning chart below shows the distribution of goals over the span of the five year plan.

<b>Sherborn Library: A Branch to the Future 2022 - 2026</b>						
<b>Planning Goals</b>	<b>Pre-Opening 2022</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Personnel (P)</b>						
<b>Hire the new part-time Building Attendant to help with the move into the new Library and the disposal of surplus property.</b>	✓					
<b>Involve staff in the furnishing and organization of the new public and staff workspaces.</b>	✓					
<b>Identify the software and hardware that aid staff in producing high quality work, and install them at staff workstations.</b>	✓					
<b>Evaluate the role of new personnel in the new Library and refine job descriptions as needed</b>		✓	✓			
<b>Review library commensurate salaries and work toward necessary adjustments.</b>		✓	✓			
<b>Identify staff development funds to advance professional knowledge and allocate time for in-house training opportunities.</b>		✓	✓			
<b>Implement programs and surveys to comply with LEED recertification.</b>		✓	✓			
<b>Expand employment opportunities for High School Aides.</b>		✓	✓			
<b>Coordinate facilities management planning with the Town.</b>		✓	✓			
<b>Funds Management (FM)</b>						
<b>Begin the construction punch list to close out the project.</b>	✓					
<b>Review the project's financial audit.</b>	✓					

Review the existing and newly established endowed programs of support to help fund the stated goals of this plan for personnel and maintenance, public services, technology and programming.	✓	✓	✓			
Review policy to determine feasibility o fee-based rentals of use for the expanded space such as the Community Room.	✓	✓	✓			
Refresh communications with Library Project donors to design programs of services to potentially establish endowed recurring programs in the new and renovated spaces.	✓	✓	✓			
<b>Stay Active in the Community (AC)</b>						
Continue to work with the Friends of the Library to coordinate and integrate programs with the schools and engage newcomer families.		✓				
Renew outreach to Teen Advisors to help make the new space a haven.		✓				
Continue to apply for Sherborn Business Association grants that we've secured for the Maker Space equipment and Library of Things.		✓				
Recruit parent advisors through the Friends to help evaluate the child spaces.		✓				
Expand the 2014 Maker Space and provide flexible furnishings, equipment, and technology to spawn STREAM activities (science, technology, reading, art, engineering, mathematics.)		✓	✓			
Add 3D printers to Maker Space		✓	✓			
Seek Friends' support for new technology, devices, equipment in Maker Space		✓	✓			
Continue to apply for Sherborn Business Association grants that we've secured for the Maker Space equipment and Library of Things.		✓	✓			
Design program traditions to be held in Nora's Tree House on learning about nature and science that offer incentives for advancement by awarding achievement badges.		✓	✓			
Establish "Dadurdays in the Tree House" with father & child maker-space activities and Dad readers.		✓	✓			
For 'tweens and young adults, keep the Tree House Club connection by advancing the programs for higher interest and appoint Tree House teens to mentor the youngest patrons.		✓	✓			
Strike a useful social networking relationship for homework helper messaging on Library portals and "Who Knows How" in the Makerspace.		✓	✓			
Partnering with Broadmoor and Elm Bank resources, establish Science and Art in the Garden with an annual exhibit created by the Tree House Club in the Library Garden with			✓	✓		



guided tours.						
Challenge young scientists to create a robotic Library mascot.			✓	✓		
Lead an e-pal correspondence class for grandparents and grandchildren to use email to exchange stories about current events and family history			✓	✓		
Become a publishing library by working with youth to create picture books and illustrated journals for developing a budding author collection.				✓	✓	✓
Recruit youth for community service credits to volunteer in the Tech Lab to create content for “The Digital Commonwealth” (digitalcommonwealth.org)				✓	✓	✓
Create more paid jobs for youth. The Library is the best job for apprenticing, mentoring, and acquiring the love of learning.				✓	✓	✓
<b>Adult Service Creating Community (AS)</b>						
Expand the “Book Sizzle” concept and push technology messaging by continuing to tailor book list highlights to patrons’ emails for instant requesting.		✓				
Formalize the Maker-Space concept for adults in the expanded and renovated space as adult attendance at hands-on programs and lectures is on the rise.		✓				
Create a media center café in the renovation that enables patrons to download books, movies, and music and to pursue their own imaging/digitizing projects.			✓			
Organize an office stop for patrons to use for scanning, printing, conferencing, copying, faxing, etc., potential fee-based services.			✓			
Establish a writer-in-residence program and writing retreats to become a publishing library.				✓	✓	✓
Offer an artist-in-residence program and exhibit creator-space hanging in the new Community Room Art Gallery.				✓	✓	✓
Work with the Trustees’ Finance Subcommittee to identify an endowed program to help assist with stipends for the writer- and artist-in-residence programs.				✓	✓	✓
<b>Senior Citizens Creating Community (SC)</b>						
Work with the Council on Aging to coordinate space reservations in the Community Room for their Lifelong Learning series.	✓					

Work with the Council on Aging to provide training or equipment for the use of new technologies in the renovated space.		✓				
<b>Friends of the Library (FL)</b>						
Trustees and staff post news and information on the “Sherborn NextDoor” forum which has attracted the attention of many residents and community groups.	✓					
Trustees and staff share information to promote on the Friends of the Library and the Sherborn Library’s social media pages.		✓	✓	✓	✓	✓
Library staff launches online reservation software to further promote and streamline Library, Friends, and community-sponsored events; also raises the profile and ease of access to the Friends’ museum pass program.		✓	✓	✓	✓	✓
Trustees increase interaction and consultation to the Friends for coordinating the use of resources, planning, and the Annual Appeal.		✓	✓	✓	✓	✓
Trustees and Friends host a special ribbon-cutting event to dedicate and celebrate the naming of the Friends’ Room for Teens.		✓	✓	✓	✓	✓
Trustees coordinate programs of endowment support with the Friends’ initiation of pilot projects or recurring program funding		✓	✓	✓	✓	✓
<b>All Community Groups Support (CG)</b>						
Revise and update all Library policies to govern and access the renovated and expanded space and for the after-hour use of Community Room for eligible groups.	✓	✓	✓	✓	✓	✓
Use social networking and mobile apps to connect with potential users and build an online community that keeps the Library in the forefront and virtually connects those who are not able to come to the Library in person.	✓	✓	✓	✓	✓	✓
Develop techniques for data analysis to guide programs and collections.	✓	✓	✓	✓	✓	✓
Expand push technology methods, interactive media displays to promote collections and services.	✓	✓	✓	✓	✓	✓
Provide working space and office equipment accommodations for residents working from home or studying, and use of the small meeting rooms for informal conferences.	✓	✓	✓	✓	✓	✓
Seek ways to connect the generations in the “living room of the community.”	✓	✓	✓	✓	✓	✓
<b>Enabling Access (EA)</b>						

Work to secure an increase in funding for personnel for adequate staffing levels, utilities costs, and routine interior and exterior building maintenance.		✓	✓	✓		
Determine adequate and appropriate personnel available to manage private and public bookings and maintenance for the Community Room events and exhibits.		✓	✓	✓		
Work with the Disabilities Advisory Committee to continue to address the implementation of assistive technologies in the Community Room.		✓	✓	✓		
Review and implement the recommendations of the Landscape Study Committee which volunteered to assist with the planning and design of the Library grounds and adjacent Municipal Campus landscaping.		✓	✓	✓		
Integrate with the Town Buildings budget the costs associated with the inspection and maintenance of the new elevator, fire and safety apparatus, HVAC, water and energy inspections.		✓	✓	✓		
Ensure the dual egresses, inventory control and reception areas of the Library are adequately staffed for the safety of the premises, public, and staff.		✓	✓	✓	✓	✓
Determine that current levels of Town insurance are adequate for any new purposes associated with the Community Room, permanent or revolving art exhibits, artifacts, and special collections.		✓	✓	✓	✓	✓
Evaluate future security and supervisory technology such as camera surveillance, card readers and radio frequency identification (RFID) systems for optimizing staff, safety and security in the expanded and renovated building.		✓	✓	✓	✓	✓
Construct an equipment and tool shed on the premises for the storage of maintenance equipment and expand the Campus trash receptacle.		✓	✓	✓	✓	✓
<b>Technology Access (TA)</b>						
Continue to apply and interpret the findings of the Technology Committee's research on future libraries and the digital age.	✓					
Revisit newly built libraries' technology installations while updating the Sherborn Library's technology specifications in consultation with Town IT.	✓					
Install self-checkout stations.	✓					
Help inspire and direct the technical design and capability of the Teen Friends' Room for collaborative work and provide consultation for programming mentioned in the goals for child and youth services section above.		✓	✓	✓		

Expand Library social networking programs for remote, hybrid or long-distance participation in Library programs and events.		✓	✓	✓		
Upgrade the Library's website platform from the older Express Engine to Craft CMS, or comparable platform.		✓	✓	✓		
Provide the training capacity to assist the public with creating their own digital content, such as family histories, personal inventories, research and instruction.		✓	✓	✓		
<b>Reference Services (RS)</b>						
Contextualize research and reference services by integrating them topically to complement programming, e.g., develop genealogy guides for the Genealogy Club; create a virtual collection of resources for the Makerspace, etc.	✓	✓	✓			
Explore the possibility within the Minuteman Network of group purchasing agreements for specialized digital resources.	✓	✓	✓			
Involve staff with architects and designers during the move-in for the organization of the information desk and research areas.	✓	✓	✓			
<b>Promote the Library (PL)</b>						
Work with the Friends and Trustees to develop a brochure that describes the giving opportunities, both as members of the Friends and also for contributing to the endowment fund.		✓	✓	✓		
Establish a stronger communications link to the Middle School and High School libraries for enriching the collection in areas of the curriculum, and install a youth representative to school/public libraries who can facilitate communications as well as fulfill their community service hours.	✓	✓				
<b>Life-Long Learning (LL)</b>						
Examine the collection as would a curator, and deaccession materials that are obsolete or are well-represented in the Network keeping in mind that, in a small library, collection development is not always based on usage counts but on striving for general interest, discovery and local relevance.	✓	✓	✓			
Evaluate the collections that have now been in storage for 6 years using data from the Minuteman Library Network on holdings and usage patterns.	✓	✓	✓			
Develop another public survey to apply to this long-range plan.		✓	✓	✓		

<b>Cultural Advancement (CA)</b>						
<b>Work with the Friends to develop an annual budget allocated to programming, based on past expenditures, current costs, and public response.</b>	✓	✓	✓	✓	✓	✓
<b>Work with the Friends to creatively publicize events and exhibits using social media, website, school news, local press, signage, public announcements, mailings, and newsletters.</b>	✓	✓	✓	✓	✓	✓
<b>Identify programs of interest to teens and strengthen the nature and meaningfulness of their community service projects.</b>	✓	✓	✓	✓	✓	✓
<b>Develop exhibits and display space to attract children's interests.</b>	✓	✓	✓	✓	✓	✓

## TECHNOLOGY

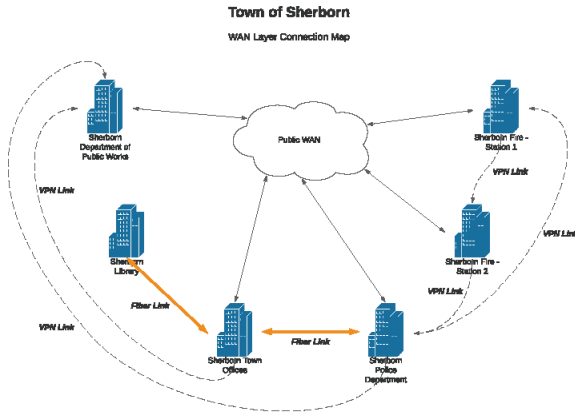
Technology is a vehicle that delivers many of our services. Specific goals to be met in the five-year plan are discussed in "Information Access" - section 5 above. Technology assists us as a utility for staff performance, communications, and the enhancement of the recreational and educational mission of the Library. The Sherborn Library offers a strong array of technology for a small library. The MBLC's recent state aid review of the Materials Expenditure Requirement Standard for Certification which allows a portion of expenditure for "technology for direct patrons use" is a boon for small libraries whose IT acquisitions are often restricted to municipal capital budgets and Friends' support.

To initiate the planned technology services during the 2016-2022 construction project delays, the Library:

- Acquired Chromebooks for use by patrons in the Library and borrowing, and for staff training
- Acquired iPads for public and staff access, and for planned use of a Meescan self-checkout station in the renovated and expanded Library
- Acquired laptops for public access and staff training
- Participated in the MBLC coordinated ARPA grant funding for the acquisition of hotspots with plans to continue the service with Library operating funds
- Expanded the OverDrive Advantage collection during the pandemic
- Subscribed to Kanopy and HOOPLA, and marketed their resources through social media and for use in virtual programming
- Utilized Zoom for public programs and Library meetings, and provided Zoom training
- Purchased 21 desktops running Windows 10 for staff and public use and installed 9 of them for use in the temporary location
- Hired the newly-funded position of Library Technology Coordinator
- The Town advanced IT support for all municipal departments by contracting with a managed services provider
- The Town IT department installed a FIOS Gigabyte connection and Verizon Cloud 500 GB with 5 IP addresses in the new Library
- 16 wireless access points (WAPS) are installed in the new building with charging stations built into appropriate furnishings and located in the exterior patio.



The diagram below shows the topology of the Library's connection to the municipal campus and gateway to the Minuteman Library Network:



Plans for expanding technology when we are re-established in the renovated and expanded Library include:

- Conversion to the VoIP municipal phone system
- Server installation
- Installation of smart screens in the lobbies, children's and young adult rooms, and conference room for display and communications
- Meescan self-checkout kiosk installation (2)
- Community Room projection and media installation, assistive listening devices, and connection for local cable station broadcasting
- Public access to Maker Space and productivity equipment for scanning, digitizing, recording and virtual communications.

The Library is aware that technology changes at a rapid pace. One clear example of driven change is in the use of technology for virtual services during the COVID-19 pandemic. Planning, design and specifications for technology in the Library will be adjusted as we go.

## Conclusion

Reopening the renovated and expanded Library is tantamount to implementing many of the goals in this long-range plan. While the building has been under construction, the long-range plan has been updated and reviewed, with the dates moved forward to accommodate the continued construction delays.

"A Branch to the Future," in its previous editions incorporated an annual action plan exercise developed by the Library Director for the Library Trustees. This practice will continue and will actively involve the staff, whose professional judgment and direct experience with the public will be a vital adaptive measure.

In the 52-year history of the Sherborn Library at 4 Sanger Street and, indeed, in the deeper roots of its history dating to the 1860 legislation for Sherborn's local support of a public library and writing of the Trustees' Articles of Organization, this institution is now in a position to extend a branch to the future, and make an unprecedented reach towards future generations' cultural and community life.



## Appendix 1

### Purpose of a Mission and Who Joins Us

An organization articulates a mission to follow its purpose. The active words of the mission statement are the starting point for designing services and the culture of institutions.

The success of the Library's mission depends upon:

- Board of Library Trustees
- Library Director
- Library Personnel
- Friends of the Library
- Advisory Committee
- Personnel Board
- Select Board
- Massachusetts Board of Library Commissioners

The areas of responsibility that help the Library fulfill its mission as assigned to these agents are described below:

#### Board of Library Trustees

The Trustees' responsibilities for the Library are stated in their by-laws. In Sherborn, the Trustees are an elected board of nine individuals whose chief officers are their Chairperson, Treasurer, and Recording Secretary. The Trustees also have working subcommittees of three members who focus on the completion of research or duties to be adopted by the full board at their scheduled meetings. Five subcommittees focus on building and grounds, personnel, technology, finance, and planning. The subcommittee structure has been very effective and efficient. It enables the entire board to be well-informed on a specific area of the Library and puts their personal talents and interests to the best use.

An effective Trustee is knowledgeable about the Library without confusing his or her role with the roles of the Director and staff. The Library Trustees set policy based on the recommendations of the Library Director and staff, and in practice they help the institution adhere to its policies.

It is essential for Library Trustees to be willing to advocate for the Library as elected officials of town government and to assertively garner an adequate and fiscally responsible operating budget. Private funding is also sought and managed by the Trustees for enhancing services.

The ability to motivate the Library Director and Friends of the Library board to always do the very best work requires the gifted leadership on the board that encourages and recognizes individuals who contribute to the Library institution as a whole.

As implied by the root word of Trustee, the generations do trust the keeping of the Library's legacy to its leading elected board.

### Library Director

The Library Director's job description is geared towards fulfilling the mission of the Library. The education, experience, and personal traits of the Library Director equip the position to successfully translate the Library's mission into day-to-day operations and an evolving future direction. Receptivity to the public and staff, and an awareness of social and professional trends help the Director to apply the mission to day-to-day operations. Formal reporting to and consultations with the Board of Library Trustees help shape the decisions. Involvement with the Friends of the Library Board is a source of regular feedback to help design services. The Director's effectiveness in communicating with Town boards and officials helps make the Library relevant in the municipal sector. It is the Director's responsibility to ensure that the facility, programs, personnel, and collection measure up to the stated mission. The Director develops statistical methods to gauge the use of services and keeps records for accountability that can objectively show the community the Library's value.

### Library Personnel

The professional Librarians have graduate degrees in Library and Information Science and gained specific knowledge that makes them experts in the area of their job descriptions for reference and research, children's, or technology services. Because of their education, they are inspired people who bring to the job their own vision of the mission of the public library. They are the visage of the Library as they come into contact with patrons on the front line and make the important first impressions. Professional staff must demonstrate they can translate the Library Director's imperatives for service and influence the organization with their own insights to develop, improve, or modify services. They implement their own methods of accountability to communicate the effectiveness of their actions and ideas.

### Friends of the Sherborn Library

Public libraries around the nation have established Friends of the Library advocacy organizations which help raise funds for pilot projects or support ongoing programs. Friends groups have risen in support of public libraries as a direct result of the impact of the institutional mission. Recognition that a ground-swell of support may be raised when necessary for libraries and a community's interest in getting involved with their public library are incentives for establishing and joining the Friends' group. The Friends of the Sherborn Library is a 501(C)3 organization having non-profit, charitable status in Massachusetts. The Friends of the Sherborn Library bring vitality to the mission of the Library. They serve as Library advocates on a social level. They raise funds to support innovative or enrichment programs that are beneficial for the community and enhance the quality of life in the Town. But the Friends' activities are not exclusively about supplementary dollars. Rather, the Friends' fund-raising activities always take the form of creative, much-anticipated community events that make people feel happy about living here; to this end, the Sherborn Social Club (formerly Newcomers' Club) merged with the Friends in 2013 and became the Welcome Club. It is one of the roles of the Friends to provide every new resident with a kit about Library and local resources, and hold social events to connect new residents to Sherborn.

The Friends' Annual Arts & Crafts Fair held on the Town Green each May was established in 1972 and is one of the Town's most beloved happenings. The Friends' Annual Appeal attracts a loyal following of approximately 200 citizens, a return of their glad participation in Friends'-sponsored programs and use of equipment or materials that the Friends have funded.

### Advisory Committee

This committee is Sherborn's financial advisory board appointed by the Town Moderator. The Advisory Committee assigns liaisons to each municipal department to analyze the requested budgets prepared by the department heads for presentation to Town Meeting.

The Advisory Committee has the responsibility of allocating adequate funds to the Library's operating budget as presented to them by the Trustees and Library Director. A subset of the Advisory Committee is the Capital Budget Committee which reviews capital projects and schedules them for recommendation to Town Meeting. Adequate public funding is a key component of the Library's means to carry out its mission.

#### Personnel Board

The Library is often referred to as "the living room of the community." Personnel help make residents feel comfortable and welcomed here, and that their quests for research and reading material are stimulating and worthwhile. The Town Personnel Board plays a part in fulfilling the mission of the Library by ensuring the Librarians' compensation is commensurate with area towns so that Sherborn can attract and retain talented staff. The education and training required of the Sherborn Librarians in their job descriptions, and the unique nature of their work, should be considered when setting peer positions with pay rates across the municipality; the status of peer positions in other municipal libraries must also be given consideration when setting commensurate compensation.

#### Select Board

In the municipal hierarchy, the Library Trustees ultimately report to the Select Board. The elected, five-member Select Board helps further the Library's mission by including the Library's issues, goals, and aspirations in the vision of Sherborn's future. The Select Board mutually supports the Board of Trustees' endeavors and signs warrant articles, relevant grant documents and contracts, and accept revenues that are subject to the municipal procurement laws.

#### Massachusetts Board of Library Commissioners (MBLC)

The Massachusetts Board of Library Commissioners is the agency of state government with the statutory authority and responsibility to organize, develop, coordinate and improve library services throughout the Commonwealth. The Board also strives to provide every resident of the Commonwealth with full and equal access to library information resources regardless of geographic location, social or economic status, age, level of physical or intellectual ability, or cultural background. The goals of the MBLC are to:

- maintain and strengthen the Commonwealth's free public libraries,
- provide statewide and regional programs for the improvement of library services provided by libraries of all types,
- support resource sharing and the utilization of electronic information technology by libraries
- provide specialized services to blind and physically handicapped residents.

The Board was established in 1890 under Chapter 78 of the Massachusetts General Law, and governed by nine Commissioners appointed by the Governor. The Director of the Board is appointed by the Commissioners and is responsible for the administration of the programs and advisory services of the Board.

## APPENDIX 2

### PLANNING METHODOLOGY



From 2011 to date (2022), a retinue of Library-dedicated volunteer committees have worked and continue to work with the Trustees and the Town to plan, review design, and ultimately build a renovated and expanded Library to serve another Sherborn generation. The job descriptions of the committees are located in the appendix of this document. The success of the committees' work burgeoned with construction commencing in January 2017 and will culminate in a 2022 Library grand reopening. The committees include:

- Citizen Review Committee (2008-2010)
- Library Design Study Committee (2010 – 2014)
- Capital Campaign Steering Committee (2011 – 2016)
- Technology Committee & “Tech Stars” (2013 to 2017)
- Youth Advisory Committee (2015 to 2017)
- Toddler and Child Services Technology Study (2016)
- Institutional Capacity Assessment (2016)
- Library Building Committee (2015 – date)
- Landscape Design Committee (2021 – date)

Years of time and voluntarism have been dedicated to the monumental municipal achievement that conceptualized the design of the Library to accommodate a vision of optimal future user services. The plan that unfolds in this document is a result of in-depth, participatory involvement that emerged from the effort of appropriately designing space, scoping services, and future visioning exercises. Several surveys and a documentary of field interviews are a product of the process. The research was initiated, developed, and conducted by the users, not exclusively by professionals or Library leaders, and publicly vetted and refined, which was an organic approach to planning.

The committees worked in conjunction with the Trustees' specialized subcommittees to address the following facets of services:

- Personnel
- Finance
- Technology
- Building
- Policy
- Community Relations

Members of each Committee attended the meetings of many Sherborn civic and official boards and presented to community groups on numerous occasions. Invitations were, in turn, extended to boards and officials to attend our working meetings.

As a result of the public outreach and involvement, the shaping of the future Sherborn Library is a shared vision. This edition of [A Branch to the Future 2022 – 2026](#) articulates the steps the Library will take to meet the community's high expectations for Library services that challenge, astonish and involve them, and anticipate or perk their interests.

Professional planning guides we consulted include the [MBLC Strategic Plans](#); [LSTA Massachusetts Long-Range Plan 2018-2022](#); Minuteman Library Network Strategic Action Plans; Boston Public Library Technology Plan; the Massachusetts Library Association [Planning for Results](#); [MLA FY18-20 Strategic Plan](#); Small Libraries LibGuide ([guides.masslibsystem.org/smalllibraries/](https://guides.masslibsystem.org/smalllibraries/)); Institute of Museum and Library Services



(imls.gov) “*State of Small and Rural Libraries in the United States*”; ARSL – The Association for Rural & Small Libraries; The Wisconsin Study; the DaVinci Institute *Future of Libraries* with Thomas Frey; <http://www.ala.org/tools/future/blog>; and the PEW *Internet and American Life Project*. Resources consulted for the community analysis and demographic profile were: *Town of Sherborn: Sherborn Resident Survey 2014*; *Town of Sherborn Master Plan 2019*; *The Report Relative to the Organization and Operations of the Town of Sherborn, Mass.* by the Edward J. Collins Center for Public Management; Metropolitan Area Planning Council (MAPC) historical and forecast data; Mass. Executive Office of Environmental Affairs (EOEA) buildout forecast; and the US Census data. Permission to reprint “A Brief History of Sherborn” was granted by Town Historian Betsy Johnson.

Pending the Massachusetts Board of Library Commissioners (MBLC) approval of A Branch to the Future, the Library will catalog a copy for public viewing. Annual action plans will mark progress and help us reassess our timing.

### **Public Perspectives**

The leading pages of the MBLC Library Services & Technology Act, 2018 – 2022 (June 30, 2017) discuss “Small Library Challenges.” This master plan for the Commonwealth’s public libraries asserts:

*“More than half of Massachusetts public libraries (191/370) are classified as “small,” i.e., in communities below 10,000 population, with 121 below 5,000. These libraries contribute enormous value and identity to their communities while many struggle with severe budget deficits, aging facilities, part-time hours and minimally trained staff. Some are still isolated, not networked, and technologically deficient. The MBLC will continue to seek efficient, effective, and realistic ways to assist these smallest libraries in their commitment to serving their communities. Residents of the smallest communities often rely upon larger libraries that are open more hours, have larger collections, and offer more programs. Some of those neighboring communities are feeling the strain and seeking relief from the MBLC through larger grants and special project requests. The high level of investment Massachusetts has made in its libraries’ connected infrastructure requires continuous renewal and fresh thinking to continue to be a national model of success and public pride and satisfaction. The MBLC requires libraries to submit current Strategic and Action Plans to be eligible for LSTA and other direct grants. Many libraries do not have the capacity to conduct a strategic planning process and preliminary analysis of the plans on file with the MBLC indicates a need for a new planning model.”* (LSTA Five Year Plan 2018 – 2022, p.3)

A research brief published by the Institute of Museum and Library Services (IMLS) reported that, “*in Fiscal Year 2011, the most recent year for which data are available, there were 8,956 public libraries in the United States. Most of these public libraries can be categorized as small (77.1%), with legal service area populations of less than 25,000. Similarly, almost half of all public libraries were rural libraries (46.8%). 43.4% of all public libraries in the U.S. were both small and rural. This overlap, however, highlights an unexpected finding. The terms “small” and “rural” are often conflated, but there is not always a direct correspondence between the two. Although most rural libraries (92.8%) are also small, only half of small libraries (56.3%) were located in rural areas.*”

### **Sherborn Library – 1 of the 121 Smalls**

In the MBLC classification of small libraries, the Sherborn Library is one of the 121 small libraries located in a community of fewer than 5,000 residents, out of 191 small libraries. To place it within the IMLS definition of “small” and “rural” libraries, Sherborn is uniquely semi-rural and small in that the Town is within proximity of Metropolitan Boston and surrounded by thickly developed suburban and urban municipalities, yet is set apart by a lack of commercial development and not intersected by a major highway. More

than 50% of the Town's 16 square miles (10,328 acres) is open space. In portraying the Town, the official website of the Town of Sherborn states, "*Sherborn is a small semi-rural community located about 18 miles southwest of Boston. Settled in 1652 and incorporated in 1674, the Town is proud of its rural heritage. This heritage is still evident in active farms and orchards, winding tree-lined roads and preserved in Town Forest and other extensive public lands. Open space comprises more than 50% of the town's area. Because all properties have individual wells and septic systems, minimum house lot sizes are one, two or three acres, depending upon location. A high degree of volunteerism due to strong citizen support for Town projects, and commitment to excellence in public education, characterize the community's values today, as they have for more than 300 years.*"



## APPENDIX 3

### DEMOGRAPHIC PROFILE & SURVEY GLEANINGS

Town of Sherborn Housing Production Plan, adopted 6/1/17

<https://www.mass.gov/files/documents/2017/07/zn/Sherborn.pdf>

Sherborn is a small, affluent town with an older population that lacks the socio-economic diversity of the regional population. Sherborn's population is decreasing, while surrounding towns are gaining population. In addition, the population is older than the population of Middlesex County and is anticipated to continue to age.

#### Key Findings

- Sherborn has the smallest population compared to the seven towns that surround its borders. Sherborn's estimated population of 4,245 makes it the third smallest of the 54 towns in Middlesex County (only Dunstable and Ashby were smaller), with only about 0.27 percent of the total estimated population for the county.
- Sherborn's total population is projected to decrease by approximately 12 percent between 2015 and 2035, while the population of Middlesex County is projected to increase by approximately 7 percent during this timeframe.
- The age composition of the Sherborn population is older than the county as a whole, and the percentage of older adults (sixty-five years and older) continues to increase while the percentage of children nineteen years and under and that of working age adults continues to decrease.
- The average household size and average family size in Sherborn is estimated to have decreased slightly between 2000 and 2015.
- An estimated ninety-two percent of households in Sherborn own their home. Homeowners in Sherborn have an estimated median household income of \$164,740, more than four times greater than the estimated median household income of renters in Sherborn at \$37,241.
- About 18 percent of Sherborn's households have low/moderate income. The thresholds for low/moderate income are based on household size – in the Middlesex County area, the income threshold for a two-person household to have low/moderate income, for example, would be \$58,450.

- Sherborn has a larger percentage of family households with children under eighteen (44 percent of total family households) than in the county (29 percent), fewer single-person households (11 percent in Sherborn and 27 percent in the county), and a smaller percentage of older adults living alone (6 percent in Sherborn and 10 percent in the county).

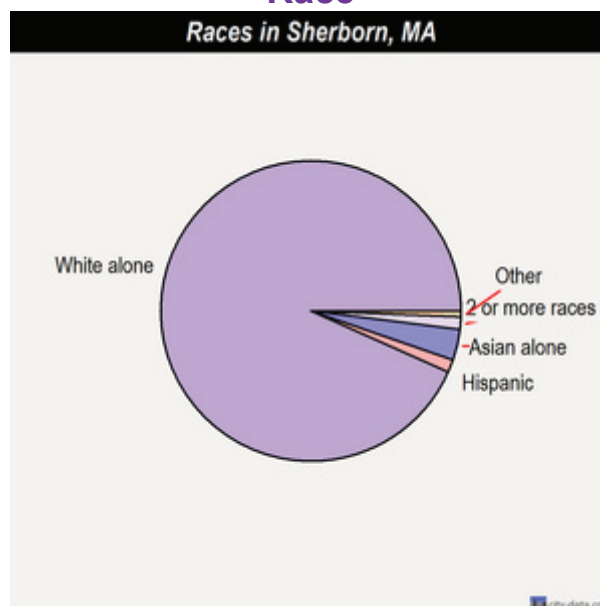
### Education Attainment

Graduate or professional degree: 36.7%

Bachelor's degree or higher: 75.6%

High school or higher: 98.5%

### Race



### Population Growth & Change

The U.S. Census Bureau's Decennial Censuses of 2000 and 2010 and the 2011-2015 American Community Survey (ACS) were the primary sources of data for the needs assessment. It is important to be aware of the margins of error (MOE) attached to the ACS estimates, especially in smaller geographies, such as Sherborn, because the estimate is based on a relatively small sample and not on a complete count.

### Total Population Change

Per the 2011-2015 American Community Survey (estimate), Sherborn is home to 4,245 residents, an increase of approximately 1 percent from 2000. Sherborn's estimated population of 4,245 (per the 2015 ACS) comprises roughly 0.27 percent of the total estimated population of Middlesex County (1,585,139). Only two towns in Middlesex County, Ashby and Dunstable, have smaller populations than Sherborn's.

According to the Decennial Census of 1970-2010, the population of Sherborn grew from 3,309 people in 1970 to 4,119 people in 2010. The decade with the sharpest increase in total population was between 1970 and 1980 when population increased 22 percent from 3,309 people to 4,049. Since 1980, however, Sherborn's population has

fluctuated with slight decreases and increases (between a 2 percent decrease to a 5 percent increase in population over 10 years). The county's population has fluctuated even less than that of Sherborn between 1970 and 2010, decreasing in population only between 1970 and 1980 (2 percent decrease) and increasing anywhere between 2 percent (between 1980 and 1990) and 5 percent (between 1990 and 2000).

Between 2010 and 2015, the ACS estimates indicate a 3 percent population increase in Sherborn from 4,119 in 2010 to 4,245 in 2015, and a 5 percent increase throughout the county from 1,503,085 in 2010 to 1,585,139 in 2015.

UMass Donahue projections indicate that Sherborn's population may decrease by 10 percent between 2015 and 2030 to 3,814 and then further decrease by 2035 to 3,724 people. The county projections anticipate modest growth of 6 percent and 1 percent in total population respectively between 2015 and 2030 and 2030 and 2035.

Contrast the UMass Donohue projection with the MAPC projection that reports: "the population of Sherborn has aged in the last 20 years. The median age of Sherborn residents has climbed from 32 years in 1980 to over 40 years in 2000. Up through 2000, the population aged 60 and over continually accounted for a growing percentage of the population; this trend, however, is expected to not continue through the decade but to again resume in the next decade. By 2010, MAPC projects a sizeable increase in the number of families with children and a slight decline in the older population." Offering one of the highest ranking public school systems in the state, it is realistic to expect the Town to draw families with young children.

Table 12, Town of Sherborn Age Profile 1980 – 2025

	1980	%	1990	%	2000	%	2010	%	2020	%	2025	%
0 – 19 years	1,530	37.8	1,127	28.3	1,394	33.2	1,522	35.3	988	25.3	1,072	26.8
20 – 34 years	652	16.1	620	15.5	280	6.7	465	10.8	822	21.0	822	20.5
35 – 59 years	1,524	37.6	1,729	43.3	1,856	44.2	1,684	39.0	1,307	33.4	1,310	32.7
60 – 74 years	233	5.8	387	9.7	470	11.2	506	11.7	649	16.6	654	16.3
Over 75	110	2.7	176	4.4	200	4.8	136	3.2	146	3.7	148	3.7
<b>Total</b>	<b>4,049</b>		<b>3,989</b>		<b>4,200</b>		<b>4,314</b>		<b>3,912</b>		<b>4,007</b>	
Median Age	32.6		39.1		41.1							

Source: U.S. Census, MAPC

The Sherborn public schools are among the highest-ranked in the Commonwealth and are the primary reason many move to Sherborn. The public schools, both local (Pine Hill Elementary School, located in Sherborn), and regional (Dover-Sherborn Regional Middle and High Schools, located in Dover), receive strong support from all residents because of the widely shared commitment to education, and because the excellence of the public schools supports residential property values. The Pine Hill Elementary School was built in 1957 and was most recently renovated and enlarged in 1999. Further expansion at

the current site is not deemed feasible. Pine Hill's 2022 enrollment is 413 students with a minority enrollment of 18%. In the past ten years, the peak enrollment was 470 students (2007-9); in the next five years, enrollment is projected to increase by 20 students. Pine Hill's official occupancy capacity is 550.

The Dover-Sherborn Regional Schools and campus were extensively renovated and expanded through a building project from 2001- 2006; the Middle School's 2022 enrollment is 503 (grades 6 – 8) and the High School's is 657, for a total of 1160; in the past ten years, the peak enrollment was 550 at the Middle School (2010-11) and 664 at the High School (2015-16); in the next five years, enrollments at the Middle and High Schools are projected to decrease slightly. In 2022, the total minority enrollment is 22%. The current regional school buildings can accommodate moderate increases in enrollments; the regional school campus is spacious and could accommodate further facilities development.

### **Snapshot of the Town's Semi-Rural Characteristics**

Sherborn is a small New England town, whose early history as a farming community has shaped, and continues to guide, its later development as a residential "commuter community" of Boston. This blend of rural and residential is seen in the town's natural and built environments. Sherborn's rural heritage is everywhere apparent: winding "scenic roads", stone walls, open fields, woods, wetlands, farms, stables, orchards, and historic cemeteries. The town center, which extends along North and South Main Street and upper Washington Street, includes a small business district, public buildings and facilities, a municipal campus, three churches, and an historic district. According to Walk Score ([www.walkscore.com](http://www.walkscore.com)), Sherborn has a walk score of 26, which indicates that it is a very car-dependent community where errands require a car. Private residences are interspersed throughout the town center; most are historic homes. Many 18th and 19th century homes still stand along the oldest roads in Sherborn, and the 20th century homes built in Sherborn's residential neighborhoods are predominantly traditional capes, colonials, or farmhouses.

Because the town is entirely dependent on private wells and septic systems, house lots are large, which also preserves the Town's rural character. Over half the town is undeveloped open space: there is town-owned forest, conservation land, and outdoor recreation areas; privately owned forest, agricultural and recreational lands established through tax abatements (MGL chapters 61, 61A and 61B0), as well as privately owned land with easements or conservation restrictions; and large tracts of land are owned and conserved by non-profits – the Trustees of Reservation, the Massachusetts Audubon Society, and the Rural Land Foundation. Whether publicly held or privately owned, almost all the open space in Sherborn is publicly accessible: there are extensive networks of walking and riding trails throughout Sherborn's woods, conservation lands, and recreation areas, including a section of the Bay Circuit Trail (a 200-mile recreational trail and greenway through eastern Massachusetts). Equally important, the open space in Sherborn provides abundant wildlife habitats, and it is easy to observe a wide variety of birds and animals. The Charles River forms the eastern boundary of Sherborn; together with Farm Pond, a "great pond" of Massachusetts and Little Farm Pond, these three bodies of water are perhaps the most treasured scenic resources of Sherborn, offering ever-changing waterscapes and countless opportunities for recreation and reflection. The overall character of Sherborn is that of an oasis in the midst of rapid development.

The Town of Sherborn 2014 Resident Satisfaction Survey, developed and compiled by the Planning Board, shows that 55% of all resident respondents rate Sherborn as an "excellent" place to live, followed by 40% who believe it is a "good" place to live, and 5% find it a "fair" or "poor" place to live. This distribution is unchanged from 1998. Eighty-three percent of all respondents, in answer to the question of open space protection,



state that Sherborn is doing a great job, or could do even more, to preserve open space. Sherborn became a Green Community in 2011. A Sustainability Coordinator was hired in 2020.

Similarly, in the Planning Board's 2014 survey, 51% of respondents rate the Library as "excellent," 35% as "good", 11% "fair" and 3% "poor." In the 2014 Town survey, the only negative comment concerning the Library is ***"we need to upgrade the building to meet ADA and building codes."***

- In the Planning Board's 2014 survey, the Library received positive comments:

***"In favor of community gardens and library funding"***

***"Sherborn is a rare gem . . . we need to embrace the rural character of Sherborn and embrace private fundraising efforts . . . think Library model."***

***"Don't underestimate the power of hang-out spaces for encouraging community building . . . perhaps something like this could be part of the Library expansion – this could become an "anchor" for socializing."***

- The Library was not included in the Planning Board's 1998 Town-wide survey, but contrasting this older Town survey data with the Library's own 2004 Town-wide survey, those residents who gave the Library an "excellent rating" stated:

***"The library was our first connection to the town when we moved here. It's so important."***

***"The Library is the heart of our intellectual life and deserves our support."***

***"We really do have a remarkably vibrant library for a small town."***

***"This is a wonderful library with a staff of very intelligent people who pass on their expertise in a generous and time-consuming way. I love my time there."***

- In the 2015 Library survey developed for youth by youth, covering grades 6 to 12:

25.31% rated the Library "exemplary"  
60.49% rated the Library "adequate"  
14.20% rated the Library "outdated"

95.63% of the youth survey respondents stated they would use the Library more often if we implement the teen suggestions:

***"A group study area would be really great! When me and my friend(s) are studying I am always afraid that we are being too loud and disturbing other people. Also fooseball/air hockey tables would be really great for study breaks, along with a lounge with snacks and refreshments sounds awesome! I enjoy going to the Sherborn library to study as it is now, but these additions would make it even more enjoyable to go."***

***"I really like the Sherborn Library, but I just do not get very much time or chances to fully use the facilities. I think that most teens and youths do not realize the value of library resources in general, but I am very excited that the library is taking suggestions from the youths in the community and that there is going to be a new addition to the library!"***



***“Create something for us teens to actually have fun with. There's an overabundance of little (toddler) kid activities to do, but nothing for us. Do a movie night or something every Friday over summer showing Pg13 or up movies where kids under 12 can't come. Or help organize games that a bunch of kids could do outside.”***

***“Make an internet network to join (If not already existing) so people can playgames with each other on LAN.”***

***“Have a School Help area for students that maybe didn't understand something in math class that day and needed some reinforcement.”***

***“3-D printer would be awesome and a lounge would be cool as well. I hope this all happens”***

***“Not much can be improved from my point of view (I like a lot of it how it is currently), but a lot of the options listed could definitely improve the library even more.”***

- 60.61% of parents of 'tweens and teens believe that finding new books is the most important role of the Library in their children's lives.  
57.57% believe completing school related research and homework is of importance.

Parents of 'tweens and teens say:

***“I would love a teen room. Also space where kids could meet for a study group.”***

***“Please make the design unique, fun, young, contemporary -- a space that they will look forward to spending time in. Also, please make it separated enough from the adult area that the kids do not always feel that they are disrupting the adults at the computers!”***

***“Keep it tidy, neat and comfortable, make the design, the neat new stacks and the views be the distractions, not papers, posters, cluttered windowsills, or unused items in corners. Rotate collections and technology options (i.e. 3D printers, tablets, etc.) to keep it new and fresh for kids each visit. Blend private, comfortable spaces, with open areas for gathering, chats, connecting with neighbors and friends. Make the outdoors accessible for patrons, not just viewed through lots of glass.”***

***“The older kids need QUIET study space and WIFI and printing if possible.”***

***“Though it's not really a "service" per se, I am hoping that there will be plenty of spaces appropriate for quiet individual study and/or very quiet small group work... we used to call them "study carrels" but there may be better ways/solutions to address the same needs!”***

- Parents of toddlers and elementary school students responded to a survey developed by our Building Committee about services and space:

65.39% of parents of toddlers and elementary school students believe finding new books is the most important role of the Library in their children's lives  
44.23% believe story-times and similar activities are very important  
38.46% believe their children should participate in hand-on activities

Parents of toddlers and elementary school students say:

***"I would love a play space that allows parents and kids to meet, play and talk. I imagine the library not only as a place to take out books, but also as a community space to gather and spend time with friends. It would be great if the play space had toys and activities that parents and kids could use during their library visit."***

***"More spaces for sitting and reading with kids (sofas, double chairs, beanbags, etc., limited use of iPads/computers, lots of natural light, have a maker space."***

***"I like when books are organized by theme. Young children aren't drawn to alphabetized books...also makes it easier for adults that want to find multiple books for their child interested in dragons, trucks or fairies!"***

***"The [X] Library is a big space with different areas. There is a play space for little ones but also a quieter space for older ones. I would love for our library to cater to different aged kids. I want my kids to be excited to go there, and to not have to worry about being quiet."***

- The survey developed by the Building Committee also compiled results from parents of children of all ages:

58.42% of parents of children from infant to teenager believe that finding new books should be the most important role the Library plays for their children

21.48% believe that constructing and exploring without instruction is of importance

18.81% believe that a place for studying and homework is needed

18.81% also believe the Library should be a place to enjoy quiet reading alone.

Parents of all aged children say:

***"Cannot wait for the redo and face-lift to the existing space. The library should be the meeting ground in this town and be a welcoming, bright (sunny) and comfortable space."***

***"The children's area is such an important space for families to meet and congregate - hopefully the new space will allow more of this!"***

***"Children should feel that the library is an inviting place and want to read books there. There is currently no cozy place with large cushions so that they can relax and read."***

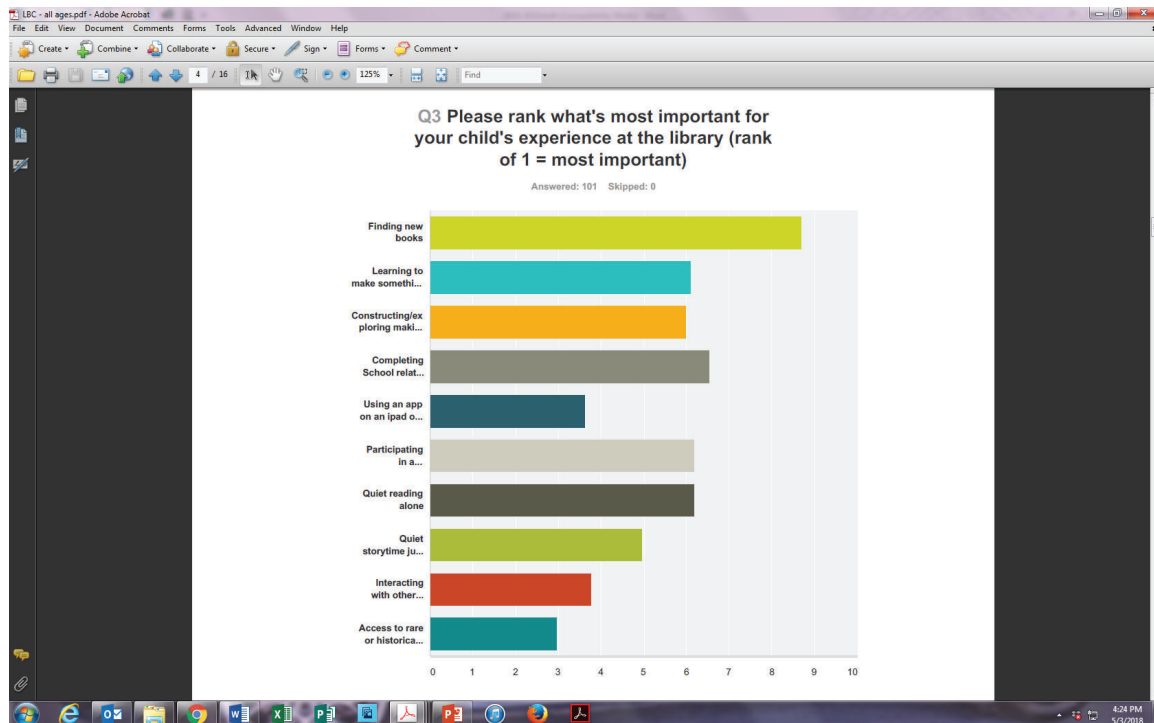
***"Work rooms for group research/study are great."***

***"My apologies for rudeness, but I am wondering if the Sherborn Library has a cleaning service. The popular areas are okay, but if you are searching for a book in the stacks, the lack of lighting and dustiness are hard to ignore. I think in general we need more ways to display current/new fiction and non-fiction."***

***"We mostly use the library during the weekend. It is also unfortunate that most of the programs for younger kids are during the weekday afternoons which we cannot attend due to both parents working full time jobs. Would be great to have some more programs during the weekend or early evenings as well. Otherwise we love the library."***

***“More private spaces for adults to meet, perhaps? I was in with my kids the other night and there was a meeting going on in the middle of the library- very intense opinions- very loud- very adult themes (terrorism)- it was annoying as there was no escape and I was not able to enjoy the hour with my kids that I had planned on.”***

***“We really like the way current library is run. Good job!”***



The above survey chart shows the distribution of service values rated by all parents whose children's ages are infant through teen age.

## Library User Demographic – Survey Gleanings

- Our surveys garnered an 18% response rate which is high for this type of survey.
- Virtually all (97%) of the respondents use the Library at least occasionally.
- Their frequency of use varies, and for analytical purposes we have categorized them as follows:
  - Frequent – Use Library at least once a week (23%)
  - Regular – Use Library 1-3 times a month (45%)
  - Occasional – Use Library less than once a month (32%)
  - Never – Never Use the Library (3%)

- Other relevant demographic information asked whether the respondent had children living at home
  - Children at Home 143 (50%)
  - No Children at Home or didn't answer 141 (50%)
- For some of our analysis we have used Children at Home as a proxy for the age of the respondent with those without children at home representing our older residents and those with children at home representing younger.
- We do see some differences in use by age.
- Using the "Children at Home" proxy, we see younger residents being much more apt than older ones to borrow DVDs and to use museum passes. They are also somewhat more likely to:
  - Borrow books and magazines
  - Use the Internet/Library website
  - Visit the book sale
  - Attend summer concerts
- On the other hand, older respondents are much more likely than younger to attend programs. They are also more likely to:
  - Borrow audiobooks
  - Use inter-library borrowing
  - Research business and finance
  - Ask the Librarians for research assistance
  - View an art exhibit
- Additionally, 20% say they use the internet at the Library and 21% visit the Library's website and search the online databases. Please note the data for the Library's website searching precedes the redesigned website launch of March 2018 which is trending upward.
- More than half the respondents said they use other libraries as well as Sherborn, with younger respondents somewhat more likely.
- In general they are using the libraries of surrounding towns, particularly Natick, Dover and Wellesley
- Key reasons for using:
  - Larger collections (Wellesley, Natick, Framingham)
  - Located along commute
  - Children's programs (Dover, Natick)
  - Separate children's area (Dover, Natick, Medfield)

The Sherborn Library enjoys a high level of voluntarism through the Friends of the Library social outreach and recruitment to new families in the town. The Friends of the Sherborn Library is a 501(c)3 non-profit organization which organizes an annual appeal to raise funds for pilot projects, capital needs, and ongoing augmentation of recurring programs and services. Additionally, the Friends have run a juried arts and crafts fair since 1972 which is a time-honored community and MetroWest event that raises funds

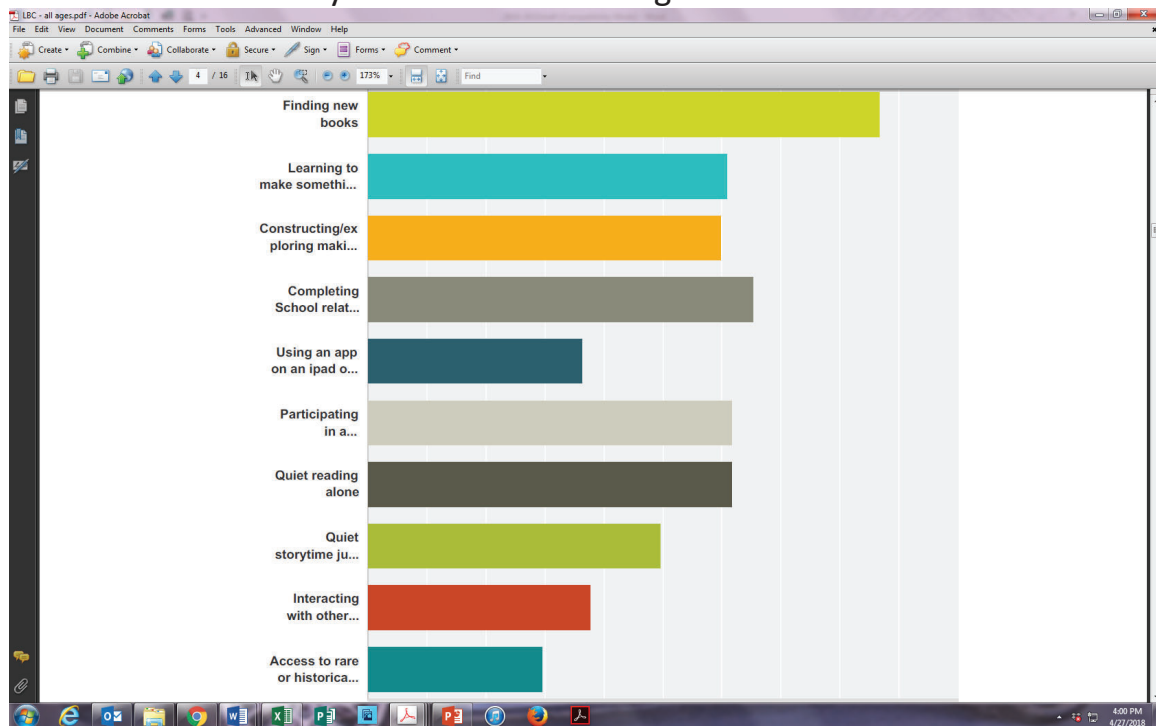
for the Library and enhances community life. In 2015, the Friends merged with the traditional Newcomers Club, and began the newly formed Welcome Committee. Through their website and brochures, the Welcome Committee group of the Friends issues important local information to new residents through the Library and Assessor's Office, and runs social events for new residents to meet and greet their neighbors. It is no coincidence that initial positive connection to the Library through the Friends lends familiar Library faces over the duration of Sherborn residency in roles of town government, school committee, and on other civic-minded committees.

### Child & Youth Services Survey – Parent Respondents

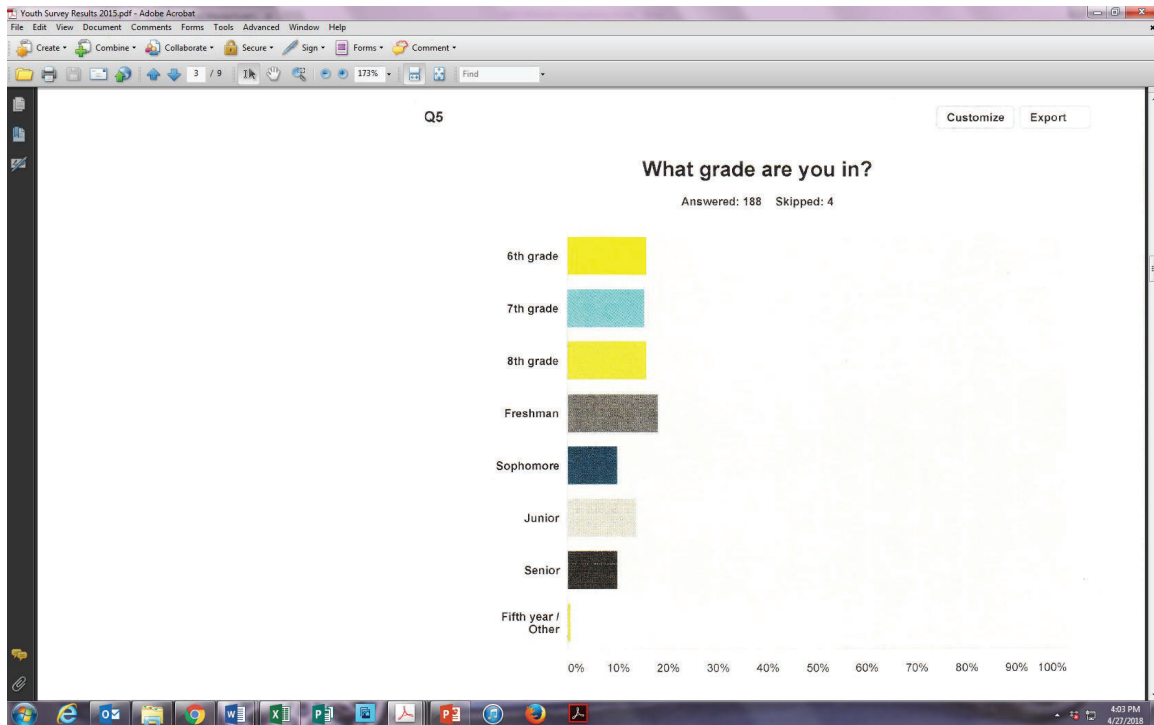
The Library Building Committee surveyed parents through the local and regional schools to learn more about their values for services and facilities geared to their children. The parent respondents have children living at home in the following age groups:

<u>Infant/Toddler</u>	<u>Pre-School/Kindergarten</u>	<u>Elementary</u>	<u>Pre-Teen</u>	<u>Teenager</u>
17.82%	46.53%	69.31%	23.76%	22.77%

- 81% of parents believe that the most important Library experience for their children in all age categories is the discovery of books and reading:



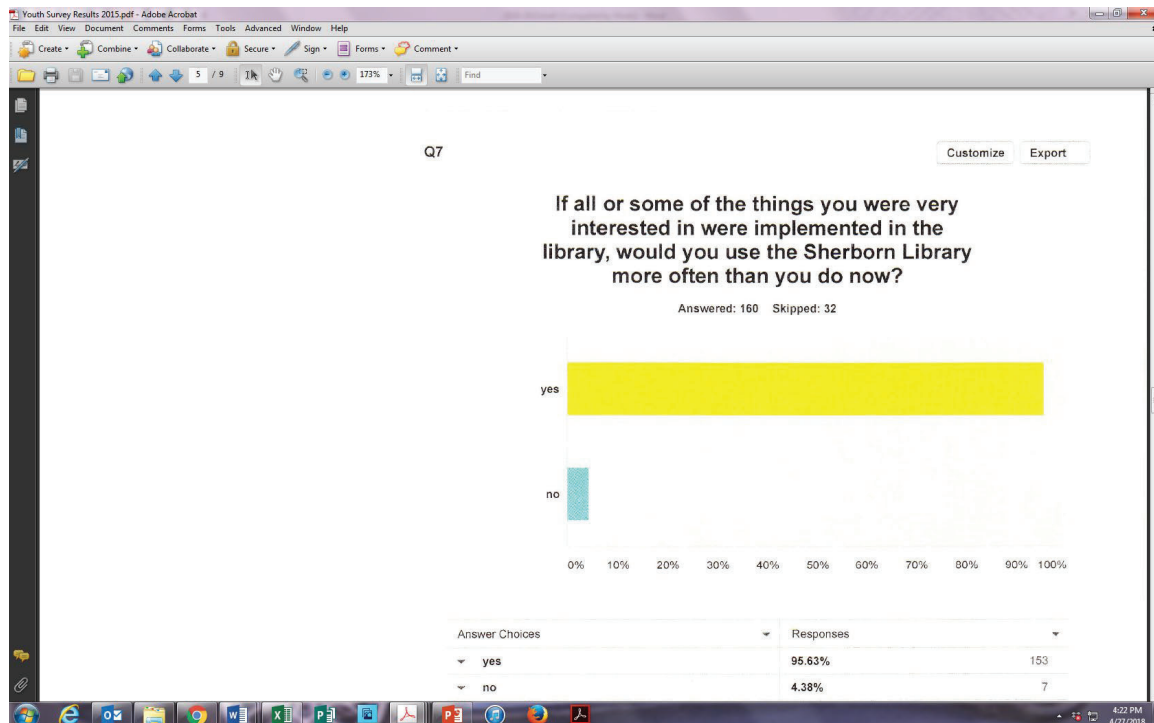
- A survey developed by teens for teens responded in these age groups:



- 87.04% request lounge with furniture and refreshments
- 81.37% better computers
- 77.02 % 3D printers
- 70% Individual study area
- 65.63% Air hockey table (also, 56.88% pool table and 56.60% fooseball table)
- 64.15% group study area
- 59.01% music and movie downloads



The teens were asked:



And they also added:

*"A group study area would be really great! When me and my friend(s) are studying I am always afraid that we are being too loud and disturbing other people. Also fooseball/air hockey tables would be really great for study breaks, along with a lounge with snacks and refreshments sounds awesome! I enjoy going to the Sherborn library to study as it is now, but these additions would make it even more enjoyable to go."*

*"I really like the Sherborn Library, but I just do not get very much time or chances to fully use the facilities. I think that most teens and youths do not realize the value of library resources in general, but I am very excited that the library is taking suggestions from the youths in the community and that there is going to be a new addition to the library!"*

#### Library Director's Perspective on the Findings

In the Library, residents of all ages desire a quiet refuge in the manner of traditional library services, removed from a hectic daily pace. Nowadays, quiet is scarce and challenging to initiate and maintain. Quiet is a precious commodity that sends individuals in search of a separate space to remove themselves from their personal surroundings. Parents wish for their youngest children to be free from distraction and spend concentrated time with them or in creative, inventive programming. Technology is a secondary tool. Teens themselves have expressed the same desire, suggesting that they check in their phones at the door, to carve out quiet, distraction-free study time.

Also in the Library, residents look forward to serendipitous social opportunities. They envision a collaborative environment where they can perform independent work in a productive atmosphere, perform research, or use of the resources in the company of industrious others. They request a place where discussion may take place, a café, and rooms that are conducive to discussion and conferences without interfering with other patrons' quiet use of the sanctuary, and in spending the day would also like outdoor workspace. Outdoor workspace was a design feature prior to the COVID pandemic and which the pandemic has proven to be an essential aspect of the Library's design.