

Lincoln Public Library

Long Range Plan

FY2014 - FY2018

Table of Contents

Introduction and Methodology.....	3
Task Force	3
Trustees	3
Community Committee	4
Lincoln Profile.....	5
Lincoln Public Library Profile.....	6
Lincoln Public Library Vision Statement	8
Lincoln Public Library Mission Statement.....	8
Needs Assessment.....	9
Marketing.....	9
Effective Use of the Library.....	9
Facility.....	9
Services	10
Collections.....	10
Staff.....	10
Service Responses, Goals and Objectives	12
Service Response – Create and Nurture Young Readers	12
Service Response – Satisfy Curiosity.....	13
Service Response – Information Fluency.....	15
Service Response – Connect to the Online World.....	17
Service Response – Visit a comfortable place.....	17
Appendix A.....	20
Survey Responses	20

Introduction and Methodology

In January 2012 the Lincoln Public Library began the process of developing a new long range plan for 2014 through 2018. The Board of Library Trustees hired Nancy Rea, a strategic planning consultant with many years of library experience, to lead the focus group meetings and help the Long Range Planning Task Force collect data for the new plan. Nancy recommended that we follow the Public Library Association's Strategic Planning for Results, written by Sandra Nelson, for our planning process.

Focus group meetings were held from February through May with the following groups: Community Committee, Staff, and Trustees. The Community Committee met three times while the staff and Trustees focus groups each met once. The focus groups discussed social, economic, and technological trends, performed SWOT analyses, voted for service responses, and brainstormed about mission statements, vision statements, and goals. There was much overlap among these focus groups.

A customer satisfaction survey was conducted during late March through April. It was made available via the Internet and in paper form. We had 175 responses to this survey. In general we learned that people are very satisfied with the library. They are extremely satisfied with the staff.

The top five service responses selected by the focus groups are the basis for the library's new long range plan. In addition, the goals identified by the focus groups and surveys were used to develop the goals for the service responses. The Task Force brainstormed to develop the objectives and activities to reach the identified goals.

This long range plan received final approval by the Library Trustees on September 25, 2012. The Trustees will review the plan's goals and objectives on an annual basis, and amend the plan as circumstances dictate.

Task Force

Jacquelin Apsler, Chair of Library Trustees
Jane Flanders, Co-Head of Children's Department
Barbara Myles, Director
Ellen Sisco, Assistant Director

Trustees

Jacquelin Apsler, Chair
Marshall Clemens

Jack French
Al Kraft
Peter Sugar
Susan Taylor

Community Committee

Carolyn Bottum, Director Council on Aging
Nick Capasso, Deputy Director for Curatorial Affairs of the deCordova Sculpture Park and
Museum
Renel Fredriksen, Selectman
Amy Gavalis, Staff
Belinda Gingrich, President of the Friends of the Library
Izzy Harvey-Wolff, student at Lincoln Sudbury Regional High School
Leslie Kmiec, Librarian at Lincoln Sudbury Regional High School
Dennis Kois, Director of the deCordova Sculpture Park and Museum
Andy Loof, Staff
Ellen Meadors, Volunteer at Lincoln Town Offices
Roger Paine, Minister of First Parish in Lincoln
Dan Pereira, Director, Parks and Recreation Department
Beth Ries, Co-President of the Lincoln Historical Society, Town Volunteer
Paul Svetz, Lincoln Land Conservation Trust
Susan Taylor, Trustee
Susan Vecchi, Drumlin Farm

Lincoln Profile

Lincoln is an affluent suburb located west of Boston near Routes 2 and 128. According to the “Financial Section and Warrant for the 2012 Annual Town Meeting,” the median house has an assessed value of \$825,400. The 2010 Census states that Lincoln had a population of 6,362. This population figure includes military personnel who live on the Hanscom Air Force Base and do not pay taxes to Lincoln.

Lincoln residents value the town’s rural heritage and have preserved 42% of the land in Lincoln as open space, according to Tom Gumbart, Lincoln’s Conservation Director. There is very little commercial development in town.

Several well-known organizations are located (or partly located) in Lincoln: the deCordova Sculpture Park and Museum, Drumlin Farm, two Historic New England houses (Codman and Gropius), Massachusetts Audubon Society’s headquarters, Walden Pond State Reservation, Walden Woods, the Thoreau Institute, the Carroll School, Minuteman National Historical Park, and Hanscom Air Force Base. A concern for Lincoln is that the HAFB could close. HAFB’s borders cross the following communities: Lincoln, Bedford, Concord and Lexington. Nearly all of the housing is located in the Lincoln portion. If HAFB were to close, then Lincoln would need to expand services significantly to the people in the Lincoln portion of HAFB.

The Groves is a new retirement community that will have approximately 130 units of elder housing when it is fully built out. It opened in 2010 and some Lincoln residents have already sold their houses and moved in to the Groves.

Lincoln Public Library Profile

The original library, designed by William Preston, was built in Lincoln's historic center in 1884 and has a Graham Gund designed 1989 addition. There is a strong desire to maintain and preserve the library's historic character so it is bordered by three streets, has plenty of green space around it, but no parking lot. The library is open fifty-seven hours per week in the winter months and ranges from 46 to 53 hours from spring to fall. The library is staffed by twenty full and part-time employees who are welcoming, friendly, and knowledgeable.

The Lincoln Public Library welcomes library patrons of all ages and Lincoln organizations to use and enjoy its collection and services.

❖ Library Collection

- ◆ The library's collection includes books, magazines, compact discs, audio books, DVDs, full text databases, Kindles, downloadable eBooks and audio books, video games, and even puppets and puzzles. In fiscal year 2012, 85,989 patrons visited the library and the library's collection of 104,181 volumes yielded 176,768 circulations.
- ◆ As a member of the Minuteman Library Network, the Lincoln Public Library provides its patrons with access to the more than 2 million items owned by the forty two network member libraries. Interlibrary loan service is readily available. In FY 2012 the library loaned 36,193 items to other libraries in the Commonwealth, and borrowed 25,960 items.
- ◆ The library's Historical Room and Vault (state of the art, completed in 2009) contain a wealth of information about Lincoln's past and people. The Historical Room also showcases the works of Lincoln authors.

❖ Library Services

- ◆ Program offerings for adults include lectures, book discussion groups, jazz evenings, acoustic music nights, a photo share group, dramatic readings, and film screenings.
- ◆ Revolving exhibitions in the library's art gallery and display areas feature the works of area residents.
- ◆ Library service to children, parents, and teachers continues to be an important element of the library's overall service plan. Story hours, book discussion groups, craft programs, and other special events including visiting performers are offered throughout the year.
- ◆ More than 10,687 people attended the more than 503 children's and adult programs presented last year. The Friends of the Lincoln Library, Inc. underwrites many of these programs.

- ◆ 1,054 library users borrowed the 19 museum passes (also provided through the generosity of the Friends).
- ◆ Reference services are available to all ages of patrons in both the Children's Department and Reference Room.
- ◆ Online access for database subscriptions is available both at the library and from patrons' homes through the library's website.
- ◆ Twelve public access computers with both Internet access and the Microsoft Office suite of software are available for public use. All public access computers have printing capabilities.
- ◆ A wireless network throughout the library is available to patrons.
- ◆ Photocopying and fax services are also available at nominal fees.

Lincoln Public Library Vision Statement

The Library is the town's intellectual and cultural center and serves as a focus for life-long learning and literacy, local written and artistic expression, preservation of local history, access to information technology, and the sharing of knowledge and ideas.

Lincoln Public Library Mission Statement

The Library supports and encourages lifelong learning with a professional, knowledgeable, and courteous staff who

- **develop the collection,**
- **collaborate with other libraries, community organizations, and outside agency staff**
- **promote literacy**
- **preserve local history**
- **keep up with technological and global trends**
- **promote and maintain a warm and welcoming space**
- **provide excellent customer service.**

Needs Assessment

The results of the focus groups and survey were reviewed by the Task Force to determine the needs of our community. We selected the top five service responses that were identified by the focus groups to include in the plan. The goals and objectives listed under the service responses were developed from the needs expressed at the focus groups and in the survey. Complete survey results are located in Appendix A and some of the themes are listed below.

Marketing

When asked in the survey how they found out about the Library's programs, 52.7% of the respondents selected the Library brochure that is mailed to all Lincoln households, 40.8% selected the Constant Contact eNewsletter that is emailed to people who have opted in to this service, 32% selected the Library's website, 32% selected word of mouth, 29.6% selected the "Lincoln Journal," and 23.7% selected flyers. Cable TV only had one respondent!

The website is used by 76.4% of the survey respondents yet the online research databases and online calendar were reported as not used by 58.1% and 57.4% of the survey respondents respectfully. The online services need more promotion. Another question asked about usage of the Library's subscription to OverDrive, which allows users to download free eBooks to their electronic devices for loan periods of up to three weeks at a time. We learned that 60.7% of the survey respondents who already download eBooks from places like Amazon do not use OverDrive. Additional promotion for OverDrive should increase its usage.

Effective Use of the Library

85.1% of the survey respondents usually found what they were looking for without help. 10.3% found what they were looking for with staff assistance. Only one person responded that s/he never found what s/he was looking for.

Facility

95.8% of the people who used the Children's Department rated it good to excellent. The meeting rooms are used by 64.3% of the respondents and 83.8% of them rated the meeting rooms good to excellent. The Teen area is not used by 67.8% of the respondents but 89.8% of those who do use the Teen area rate it good to excellent. Parking, however, is used by 99.4% of the survey respondents and 62.9% of them rated parking good to excellent. Forty people made comments on the facilities. Seven of them requested parking improvements. Twelve gave compliments about the facilities. Three people requested more meeting rooms and/or study rooms. One complained that there is only one couch in the Children's Room. The basement was described by one respondent as "a little dark/dreary."

Services

People were asked to rate various Library services. The selections for this question were: excellent, good, fair, poor, or don't use. For some categories, such as programs for adults and programs for children/teens, over 42% of our patrons do not use these services. Of the patrons who go to adult programs 86% rate them good or excellent. Of the people who attend children's program 97% rated them good or excellent! The inter-library loan service people have access to through the Minuteman catalog or through our inter-library loan office, 97% of people rated this service as good to excellent. Close behind are the museum passes, which received a 94.5% good to excellent rating for the people using this service. People who attend the art shows rated them with a 91.5% good to excellent rating. The service that was not used by 79.5% of the respondents was the coffee in the Stay Put Coffee Spot. Of the people who drink the coffee, 62.5% rated it good to excellent. (The Friends of the Library subsidize the coffee. Coffee revenues do not cover the costs, resulting in a net loss for the Friends.)

Collections

People were first asked to rate the Library's collections for adults. The selections for this question were: use, don't use, or needs improvement. The most used category was books at 83.9% with a 7.7% needs improvement rating. The category with the highest needs improvement rating at 14.1% was DVDs. However, 26.9% of the respondents do not use the DVDs. Is this because they watch movies on cable TV or download them from the Internet? Electronic games had the highest don't use rating of 82.3%. The category with the second highest don't use rating was the Kindles. We only have ten of them. One respondent commented, "Kindles haven't been available. Demand greater than supply?" However, another respondent stated, "Kindle check out program is excellent." Five people made positive comments about the interlibrary loan service.

Next, people were asked to rate the Library's collections for children. The selections for this question were: use, don't use, or needs improvement. The most used category was books at 61.7% with a 2% needs improvement rating. The needs improvement ratings were all fairly low. The Kindles and downloadable eBooks rated 6.5% and 5.8% for needing improvement. The Kindles received the highest don't use rating at 85.6% with downloadable eBooks close behind at 85.6%. There were several high compliments such as, "Fantastic collections! We are so lucky!" "A fine children's collection!" "LOVE the children's selection (especially for young kids.)"

Staff

The survey respondents have very high praise for our staff for being knowledgeable, approachable, and welcoming. 98.2% of the respondents rated the staff as knowledgeable.

91.7% of the respondents rated the staff as approachable. Finally, 89.3% of the respondents rated the staff as welcoming.

Service Responses, Goals and Objectives

Service Response – Create and Nurture Young Readers

Children from birth through high school will have access to collections, programs and services designed to support their literary, educational and leisure needs.

Goal 1: Children will find materials in a variety of formats to satisfy their interests and support school curricula.

Objective A: Analyze the juvenile collection annually to maintain an up-to-date collection.

Activity 1: Utilize review sources, patron suggestions, and recommended reviews from the bi-weekly Massachusetts Children’s Book Review Committee.

Activity 2: Weed the juvenile and teen collections on a weekly basis in order to stay fresh and current.

Activity 3: Explore purchasing new collection formats such as Playaway Views (preloaded and portable video players) and game systems.

Activity 4: Purchase materials based on recommendations of new Massachusetts Common Core Standards.

Objective B: The librarians will annually meet with schools and daycare centers in order to reevaluate our curriculum support to teachers and students.

Activity 1: Become familiar with the new Massachusetts Common Core Standards coming into effect September, 2012.

Activity 2: With the launch of the library’s new website, establish reciprocal on-line links between the public library and school websites.

Goal 2: Children will have access to the latest age appropriate technology.

Objective A: At least once a year, librarians will attend meetings, workshops, and webinars to keep current in the latest trends in technology.

Activity 1: Offer in-house training to staff in latest technology.

Activity 2: Offer weekly training workshops on latest technology and online databases to children, parents, caregivers and teachers. Schedule workshops and plan materials to be covered by this activity.

Objective B: Annually, explore the purchase of new technology formats for the collection.

Activity 1: Investigate purchase of iPads for use in the library.

Activity 2: Investigate purchase of additional electronic devices for loaning.

Goal 3: Children will be encouraged to come to the library through programming.

Objective A: Offer weekly programs by age group.

Activity 1: Vary the type of programs offered.

Activity 2: Evaluate success and popularity of current programs using attendance statistics and program evaluations.

Activity 3: Offer at least 2 additional programs per year for tweens and teens.

Goal 4: More children will visit and learn about the library through expanded community outreach

Objective A: During FY2014 evaluate current visitation schedule to preschools and daycares.

Activity 1: Reevaluate relationship with Lincoln Nursery School once it has moved to deCordova Sculpture Park and Museum to determine how to deliver storytimes to these children.

Activity 2: In the event of closing or downsizing of Hanscom Air Force Base Public Library, reevaluate storytime visitation to Lincoln Preschool.

Objective B: Beginning FY 2014, increase collaboration with the school systems.

Activity 1: Meet with the elementary and high school librarians at least once a year to plan visits, collaborate on programs, and discuss curriculum changes.

Activity 2: Reevaluate outreach to Hanscom AFB children as a result of the closing of the Hanscom AFB Public Library.

Activity 3: Establish relationship with new private elementary school, The Birches School, scheduled to open in Fall, 2012.

Objective C: At least semi-annually, work cooperatively with other Town departments to fulfill the needs and interests of Lincoln's young patrons.

Activity 1: Check for scheduling conflicts or duplication with other town departments.

Activity 2: Expand reciprocal advertising of programs and services with other town departments such as Parks and Recreation Department and Lincoln Family Association.

Service Response – Satisfy Curiosity

Satisfy curiosity: lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Goal 1: Patrons will find popular materials they want in a variety of formats. Use of the collection will increase by 2% by FY2018.

Objective A: Staff will continue to select popular materials based on community interests and patron recommendations.

Activity 1: Staff will utilize review sources and publisher advertising campaigns to anticipate public demand.

Activity 2: The library will add subscriptions to new formats such as downloadable music and videos as they become available, affordable, and functional.

Activity 3: Staff will continue to offer readers' advisory guidance to the public using their knowledge of the library collection.

Activity 4: New displays of library materials will be set up in the lobby each month to highlight the collection or promote an upcoming event.

Activity 5: Collection development reports from the Minuteman Library Network (MLN) will be used to identify which books circulate and what is on hold to identify popular titles. According to MLN policy, additional copies of a book will be purchased when there are more than five holds on it by Lincoln patrons.

Activity 6: Circulation statistics will be kept on a monthly basis.

Objective B: Staff will improve patrons' reading experiences by offering opportunities for patrons to discuss their reading experiences with staff at least five times per month.

Activity 1: The "Friday Morning Book Group" will meet at least 15 times per year.

Activity 2: The "Mystery Mondays" book group will meet at least 10 times per year.

Activity 3: Staff will be available to recommend and discuss books or music or movies on an informal basis.

Objective C: Older materials will be removed from the collection (based on circulation statistics and the necessity to maintain a core collection) at the same rate as new materials are added to the collection to keep the collection current and relevant to community interests.

Activity 1: Staff will use reports from MLN that record circulation activity by title to help determine which materials have not circulated in a long while and can be weeded from the collection.

Activity 2: Staff will make sure that MLN's "last copy" policy is upheld.

Goal 2: Patrons of the Lincoln Public Library will be made aware of new and topical materials and programs through the use of brochures, email, displays, display shelving, booklists, and the website.

Objective A: Circulation of new materials will increase by 2% by FY2018.

Activity 1: Utilize "bookstore-like" display strategy to promote collections.

Activity 2: Circulation statistics of new materials will be kept on a monthly basis.

Objective B: Attendance at library programs will increase by 2% by FY2018.

Activity 1: Brochures listing upcoming library events will be sent to every Lincoln household three times per year.

Activity 2: Announcements will continue to be emailed to patrons who have signed up for the Library's Constant Contact e-newsletter. We will increase the number of subscriptions to Constant Contact by 10% by FY2018.

Activity 3: Announcements will continue to be sent to the "Lincoln Journal" (and other appropriate print and online publications) and flyers will be posted around Lincoln to promote upcoming events.

Activity 4: Advertise programs through other community organization eNewsletters and websites such as the Council on Aging, Lincoln Family Association, Parks & Recreation Department, and the various public and private schools serving Lincoln's students pre-K through 12.

Goal 3: All library users seeking local history and genealogical resources will have access to, and assistance in using, a comprehensively collected, well-organized, and properly preserved collection pertaining to Lincoln's history and its residents.

Objective A: The number of patrons using local history and genealogy collection will increase by at least 3% by FY2018.

Activity 1: Process and catalog archives acquisitions as time permits within the constraints of the Archivist's part time schedule.

Activity 2: Create at least two finding aids per year and post them on the Library's website.

Activity 3: Add cataloging records of newly processed archival collections to the Minuteman Library Network's catalog so they will be searchable by our users.

Activity 4: Cooperate with local history associations to develop programming centered on information gleaned from the archives.

Objective B: Protect the archives materials from overuse by preserving and digitizing at least two volumes per year.

Activity 1: Continue collaborating with the Town Clerk to manage the Lincoln Town Archives, which is housed at both the library and Town Offices.

Activity 2: With Lincoln's Town Clerk, apply for grants to obtain funding for preserving and digitizing archival materials.

Service Response – Information Fluency

Understand how to find, evaluate, and use information: information fluency.

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

Goal 1: Library users will have access to print, non-print, and electronic reference resources that cover a broad variety of topics to satisfy patron demand.

Objectives A: Each year the library will subscribe to additional reference sources (either print or electronic versions) to meet local demand.

Activity 1: Staff will be aware of the advancement of electronic reference resources through product announcements in the professional literature such as “Library Journal” and Reference Special Interest Group meetings at the Minuteman Library Network.

Activity 2: Purchases of database subscriptions will be made instead of the print versions when appropriate.

Activity 3: There will be links from the library’s website to reference sources funded by the Massachusetts Board of Library Commissioners (MBLC), the Massachusetts Library System (MLS), the Minuteman Library Network (MLN), and the Lincoln Public Library.

Goal 2: Library users will have a resource to gain comfort and fluency with modern technology while encouraging critical analysis of information.

Objective A: Use of the library’s electronic resources will increase by 5% by FY2015.

Activity 1: Promote the library’s online databases.

Activity 2: Provide training to patrons informally (on an as needed basis) and formally (in training sessions) for the library’s online databases.

Activity 3: The library’s website will guide users to quality information resources.

Activity 4: Provide links on the library’s website to town resources.

Activity 5: Provide links on the library’s website to vetted Internet websites.

Goal 3: Library users will have staff adept in determining users’ needs and in locating relevant information that satisfies those needs.

Objective A: Library staff will attend at least one training seminar, webinar, workshop or conference each year.

Activity 1: The Library will have at least one in-house, half day training workshop for staff each fiscal year.

Activity 2: Staff will be encouraged to request grants for attending workshops and conferences from the Friends of the Lincoln Public Library.

Activity 3: Staff will be encouraged to attend and report on meetings and conferences of professional organizations such as Minuteman Library Network committees, the Massachusetts Library Association, the New England Library Association, the Public Library Association, and the American Library Association.

Objective B: The library will continue to provide reference service to its patrons. Use of these services will increase by 2% by FY2017.

Activity 1: Staff will keep statistics regarding reference questions and visits to the library's website on a monthly basis.

Activity 2: Staff will accept reference questions delivered through a variety of methods: in person, by phone, fax and email.

Service Response – Connect to the Online World

Connect to the online world: public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever growing resources and services available through the Internet.

Goal 1: Library users will have adequate bandwidth in the Library to connect to the Internet and operate their laptops and handheld mobile devices.

Objectives A: During FY2014 determine how much bandwidth each patron should have during an online session and how many patrons can make wireless connections simultaneously.

Activity 1: Monitor the use of the public Internet connection during FY2014.

Activity 2: Find out from the Town's IT Director how many simultaneous connections are supported on the public Internet connection during FY2014.

Objective B: Increase the capacity of the public Internet connection as necessary by FY2017.

Activity 1: If the number of patrons using mobile Internet devices in the Library is approaching the maximum number of simultaneous connections, request additional funding to increase capacity.

Activity 2: If new technologies require an additional amount of bandwidth per user, request funding to increase capacity.

Activity 3: If funding is obtained, increase the capacity of the public Internet connection by FY2017.

Service Response – Visit a comfortable place

Visit a comfortable place: physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goal 1: Library users will feel welcome and comfortable in an environment which encourages them to leisurely browse the collection and socialize with others.

Objective A: Improve lighting at the Library by FY2016

Activity 1: Experiment with better light bulbs in existing light fixtures.

Activity 2: During FY2014 hire a lighting expert to determine if better and/or additional light fixtures are needed.

Activity 3: During FY2014 request funding for better and/or additional light fixtures.

Activity 4: Implement the recommendations of the lighting expert during FY2015 if funding is available.

Objective B: Improve signage for patrons by FY2015

Activity 1: Inventory all signs and assess labeling on stacks during FY2014.

Activity 2: Decide on a format for directional, collection, and stack labels during FY2014.

Activity 3: Create consistent signage throughout Library with a Lincoln Library logo on each sign during FY2014.

Activity 4: Revise library map during FY2014.

Objective C: Improve shelving by FY2018

Activity 1: Each year continue to acquire side and top panels for all book stacks as funds allow.

Activity 2: Improve accessibility for DVD collections by replacing the existing DVD cases with security boxes as funds allow beginning in FY2014.

Activity 3: During FY2014 improve shelving for DVD collections with front facing shelves.

Objective D: Acquire more comfortable furniture so that patrons will have more areas for leisure or group meetings by FY2016.

Activity 1: During FY2014 review furniture inventory both inside and outside of the Library.

Activity 2: Staff and Friends of the Library visit other libraries to see actual layouts and possible furniture styles during FY2014.

Activity 3: During FY2014 in conjunction with a space consultant, confer with him/her about the furniture styles and arrangements the committee liked.

Activity 4: Request funding from the Friends of the Library for likely furniture pieces during FY2015.

Objective E: Upgrade Friends' "Stay-Put Coffee Spot" by FY2015

Activity 1: The library will continue to offer coffee in the Stay-Put Coffee Spot, which is subsidized by the Friends of the Lincoln Library.

Activity 2: During FY2014 upgrade the Stay-Put Coffee Spot with more drink selections and a better table to put them on.

Goal 2: Library users will have space in the library that reflects their current collection, programming, technology and meeting needs.

Objective A: Determine if space can be better used at the Library by FY2015.

Activity 1: Hire a library space consultant in FY2014 to help us determine the best use of the space we have at the Library. As part of this consultancy, the library space consultant will lead the staff through space evaluation exercises.

Activity 2: During FY2014 evaluate the findings of the space consultant to determine how to move forward.

Objective B: Implement the approved recommendations of the space consultant by FY2017

Activity 1: During FY2015 request funding to implement the recommendations of the space consultant.

Activity 2: During FY2016 implement the recommendations of the space consultant.

Goal 3: Library users will have adequate, safe, and convenient parking.

Objective A: Determine where additional parking spaces can be created by FY2017.

Activity 1: Meet with the appropriate Town departments, the Planning Board, and the Historic District Commission to come to an agreement about where additional parking spaces can be created during FY2014.

Activity 2: Request funding to create additional parking spaces during FY2015.

Activity 3: If funding is approved, construct the new parking spaces during FY2016.

Objective B: Determine if Library Staff could park offsite by FY2014

Activity 1: The Library Trustees will approach The Stone Church to see if they would allow Library Staff to park there since Lincoln Nursery School moved out during the summer of 2012.

Activity 2: Determine if the Stone Church will charge the Library to use their parking lot.

Activity 3: If feasible, implement staff offsite parking during FY2014, thus increasing patron parking availability along Library Lane.

Objective C: Complete the project to construct a sidewalk along Library Lane by FY2015

Activity 1: Complete the design for a safe sidewalk along Library Lane that connects to Trapelo Rd and Bedford Rd during FY2013.

Activity 2: Request adequate funding to construct the Library Lane sidewalk during FY2013 for the FY2014 budget.

Activity 3: If funding obtained, work with Town Departments to bring construction project to fruition during FY2014.

Appendix A

Survey Responses