Gleason Public Library

Director’s Report to Library Trustees for 10/10/2023

FY24 Budget as of 10/5/2023 – 73.7% of budget year remaining

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Name</th>
<th>Account Type</th>
<th>FY24 Budget</th>
<th>Spent YTD</th>
<th>Remaining %</th>
</tr>
</thead>
<tbody>
<tr>
<td>01610 51120</td>
<td>Wages</td>
<td>Operations</td>
<td>489,389.00</td>
<td>109,723.25</td>
<td>77.58%</td>
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<tr>
<td>01610 51121</td>
<td>Custodial Wages</td>
<td>Building</td>
<td>39,506.00</td>
<td>10,042.97</td>
<td>74.58%</td>
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<tr>
<td>01610 52400</td>
<td>Automation</td>
<td>Operations</td>
<td>29,083.00</td>
<td>29,082.50</td>
<td>0.00%</td>
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<tr>
<td>01610 53100</td>
<td>Training &amp; Meetings</td>
<td>Operations</td>
<td>800.00</td>
<td>44.52</td>
<td>94.44%</td>
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<tr>
<td>01610 54200</td>
<td>Office Supplies</td>
<td>Operations</td>
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<tr>
<td>01610 54300</td>
<td>Repair &amp; Maint.</td>
<td>Building</td>
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<tr>
<td>01610 54500</td>
<td>Building Supplies</td>
<td>Building</td>
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<td>3,729.74</td>
<td>-0.80%</td>
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<tr>
<td>01610 55101</td>
<td>Books</td>
<td>Materials</td>
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<td>6,227.48</td>
<td>78.53%</td>
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<tr>
<td>01610 55102</td>
<td>Teen Books</td>
<td>Materials</td>
<td>4,500.00</td>
<td>829.72</td>
<td>81.56%</td>
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<tr>
<td>01610 55103</td>
<td>Children's Books</td>
<td>Materials</td>
<td>15,000.00</td>
<td>3,942.49</td>
<td>73.72%</td>
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<tr>
<td>01610 55120</td>
<td>Digital</td>
<td>Materials</td>
<td>33,500.00</td>
<td>14,528.00</td>
<td>56.63%</td>
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<tr>
<td>01610 55131</td>
<td>Audio</td>
<td>Materials</td>
<td>7,000.00</td>
<td>1,993.28</td>
<td>71.52%</td>
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<tr>
<td>01610 55132</td>
<td>Visual</td>
<td>Materials</td>
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<td>01610 55140</td>
<td>Periodicals</td>
<td>Materials</td>
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<tr>
<td>01610 55822</td>
<td>Programs &amp; Outreach</td>
<td>Operations</td>
<td>2,000.00</td>
<td>454.65</td>
<td>77.27%</td>
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<tr>
<td>01610 58500</td>
<td>Additional Equipment</td>
<td>Operations</td>
<td>5,570.00</td>
<td>1,758.89</td>
<td>68.42%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>693,048.00</strong></td>
<td><strong>194,035.33</strong></td>
<td><strong>72.00%</strong></td>
</tr>
</tbody>
</table>

Materials Expenditure Requirement: Total spent inc. FOGPL and Endowment = 103,837.20, Expendable Portion = 33,915.10, 67.34%

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Name</th>
<th>FY23 Revenue</th>
<th>Balance as of 7/1/2023</th>
<th>Expendable Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>82410</td>
<td>Green Fund</td>
<td>30.81</td>
<td>1,310.59</td>
<td>310.59</td>
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<tr>
<td>82414</td>
<td>Melone Fund</td>
<td>6,390.55</td>
<td>271,716.72</td>
<td>190,467.31</td>
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<td>82404</td>
<td>Richardson Fund</td>
<td>30.80</td>
<td>1,310.40</td>
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</tr>
<tr>
<td>82420</td>
<td>Hollis Fund</td>
<td>2,904.99</td>
<td>123,431.58</td>
<td>123,431.58</td>
</tr>
</tbody>
</table>

**Trust Accounts**

**Other Accounts**

<table>
<thead>
<tr>
<th>Account #</th>
<th>Account Name</th>
<th>FY24 Start</th>
<th>Details</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>19306-----</td>
<td>State Aid</td>
<td>47,782.19</td>
<td>(-) page wages, hotspot</td>
<td>46,302.55</td>
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<tr>
<td>19347-----</td>
<td>Manton Grant</td>
<td>10,066.27</td>
<td>(-) wages, storage, memberships</td>
<td>8,499.39</td>
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<tr>
<td>19320-----</td>
<td>Gifts</td>
<td>7,736.14</td>
<td></td>
<td>7,736.14</td>
</tr>
</tbody>
</table>

**BUDGET AND TOWN ADMINISTRATION**

**FY24 Budget**

Building Supplies budget line appears overspent due to the replacement of our AED defibrillator unit for $1855. Our previous AED, purchased by the Board of Health through a grant, was more than 10 years old and was no longer supported. We can continue our regular purchasing for Building Supplies as long as our bottom
line spending for the fiscal year remains within the budget; if needed, we can use State Aid or gift funds later in the fiscal year to compensate for the AED expense. Other expenses in the past month include $600 for a new 1-year service contract for 5 circulating hotspots, and $760 for website support.

**FY25 Budget Process**

Tentative schedule:
- Department guidelines sent in late October
- Budget requests due to the Town Administrator by the end of November
- First budget draft to SB and FinCom first week in December
- Department meetings with FinCom in January

Town Administrator has also drafted a capital plan for the next 5 years for discussion of priorities, planning, and funding sources. Library items for consideration include HVAC updates, elevator refitting, and repaving the parking lot.

**MVP Grant – Climate Resilience “Wish List”**
The Town has been awarded the MVP Action Grant “Climate Resilient Carlisle” for $93,740 to hire a consultant to help incorporate climate resilience best practices into our local land use policies, bylaws, and regulations. It is anticipated that work with the consultant will begin in December. In the meantime, Town Planner Julie Mercier will be compiling a “wish list” of climate provisions/adaptation measures/policy interests/regulatory updates from volunteer entities and staff, and pulling all applicable policies, bylaws, and regulations into one place. Please contact Julie by October 30th with any wishlist items or questions regarding this project.

**BUILDING**

**Rooftop ventilation unit and Building Management System:** Guardian continues to tweak system settings to better meet our needs; they have installed additional temperature sensors throughout the building, which have shown us that the temperature varies by 5 degrees or more between floors. The variation is due in part to placement and settings of the individual fan coil units.

**Roof Project:** A few punchlist items remaining before project is fully completed.

**PROGRAMS AND COMMUNITY OUTREACH**

**Collaborations**
Jenn has been meeting with new COAHS program manager Myriam Fleurimond and Recreation Director Holly Mansfield to plan some joint intergenerational programming in the coming months, including a grandparent/grandchild story time.

**Art at the Gleason**
Community members and friends of the artists from farther afield enjoyed the evening art reception on Friday, September 29th. Thank you to the Art at the Gleason volunteers, and to Barbara, Sinead, and Dan Brainard on the library staff, for their work on this event!
Teen Programs
Our programming for teens and tweens is revitalized this fall, with good attendance at the first Early Release Day movie, a new 5th and 6th Grade Book Club, and an engaged first meeting of the fall for the Teen Advisory Board (TAB) for high schoolers. TAB members are interested in starting a “Banned Books Club” to read and discuss books that have been the subject of challenges across the country.

Recent Events:
• Kindergarten Library Card Sign-Up Party
• Eclipse Talk and Solar Observation Party – 60+ people in attendance at each; thank you to former trustee Steve Golson for presenting and local resident Marc Lamere for also volunteering his time for this event
• Freedom to Read Read-In

Upcoming Event Highlights:
• Henna Journey through Morocco for adults on October 12th has just a few spots left
• Story Walk of Saturday by Oge Mora is on display on path between Gleason and Church Street, through October 14th
• “Controlling the Image” and “Dead Presidents” with Paolo Di Gregorio, October 11th and 25th
• 40th Annual Great Pumpkin Spectacle is coming on Thursday, October 26th! As a special anniversary extra, we will have a take-and-make where adults can take mini pumpkins to decorate and bring them back for a special display.

PERSONNEL
Our new Library Assistant II is Alexa Skrivanek; she’ll be working primarily evenings and weekends at the circulation and children’s desks.

Assistant to the Director Gretchen Gallimore has accepted a full-time position as Executive Assistant to the Select Board and Town Administrator; we are advertising to fill her 4-hour/week position here: https://gleasonlibrary.org/employment

 USAGE AND STATISTICS

<table>
<thead>
<tr>
<th>YEAR-TO-DATE STATISTICS</th>
<th>Sep. 2023</th>
<th>FY24 ytd</th>
<th>Sep. 2022</th>
<th>FY23 ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circulation – Physical Materials</td>
<td>6,732</td>
<td>23,167</td>
<td>6,351</td>
<td>23,220</td>
</tr>
<tr>
<td>Circulation – Overdrive</td>
<td>1036</td>
<td>3,278</td>
<td>820</td>
<td>2,956</td>
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<tr>
<td>Holds Transactions</td>
<td>3,735</td>
<td>11,265</td>
<td>3,754</td>
<td>11,616</td>
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<tr>
<td>New Items Cataloged</td>
<td>512</td>
<td>1,312</td>
<td>567</td>
<td>1,491</td>
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<tr>
<td>Visitor Door Count</td>
<td>5,155</td>
<td>16,399</td>
<td>5,031</td>
<td>13,431</td>
</tr>
<tr>
<td>New patrons registered</td>
<td>44</td>
<td>111</td>
<td>35</td>
<td>109</td>
</tr>
</tbody>
</table>
Date: October 6, 2023  
To: Library Board of Trustees  
From: Martha Feeney-Patten, Library Director  

**Fees for Printing and Photocopies**

The Gleason accepts payment for printing and photocopies by cash or check, with payments on the honor system. These fees have historically been treated as donations to the Gleason Library Endowment and used as petty cash, with excess amounts beyond what is used as petty cash to be deposited in the Endowment checking account.

The majority of the cash is spent on postage; the rest is small purchases such as greeting cards or copying keys, and holiday gift cards for delivery drivers. For FY23, we spent $341: $202 on postage stamps, $53 for mailing interlibrary loan packages, $60 on holiday gift cards, and $26 on miscellaneous small reimbursements. Spending is on track to be similar to FY24.

The fee for both printing and photocopying have remained the same for several years – 15 cents/page for black & white and 25 cents/page for color. Most of our visitors are printing only a few pages at a time. The usage of our copying and printing services has decreased significantly over the years, and patrons often do not have cash or checks with them to pay at the time of use.

Several other small libraries in Massachusetts have eliminated the fee for printing, sometimes leaving it as an optional donation. They report an increase in goodwill from patrons and in some cases, they have seen an increase in donations compared to what they were receiving in fees.

I recommend that we eliminate our fees for printing and photocopies, as we did for fines in 2011. The cost of supplies for the volume of printing we provide is low, and eliminating the staff and patron time that go into finding cash, making change, and counting up totals would improve the customer service experience we provide. This change would also provide more equitable access to services for all library users, and be more consistent with our other services, which are made freely available without a charge per use.
Our world faces increasingly complex and urgent challenges that affect our collective environmental, social and economic well-being. As a respected community and resource center, the Gleason Library is well-positioned to mobilize citizens to learn about climate change and take action—at home, in our town, and around the world. Carlisle, with its reputation as “the lungs of Middlesex County”, makes a logical epicenter for special collections, community dialogs, hands-on STEAM learning, and mindfulness programs.

1. The Gleason Public Library respectfully requests funding to address these challenges by hiring a Climate Programming and Outreach Coordinator and providing them with a budget to create an innovative slate of public programs, classes, and exhibits for all ages. This position would focus on ushering in new ways of learning and explore the climate theme in a way that all patron segments could relate to: teens, job seekers, seniors, etc. They would coordinate compelling programming on topics such as climate science, self-regulation practices, dialogue and deliberation skills, kindness for one another and the Earth. *Job description and pay grade contingent on approval by Town of Carlisle personnel administrator.*

   *Cost: $35K/year for a part-time employee working 19 hrs/wk, plus $10K/year for program expenses and operational expenses to support this position*

2. The Library will provide space for the staff member to work and hold programs; we envision programs happening both at the Library and at other public spaces in town, and perhaps local schools. However, the space capacity at the Library currently strains to accommodate the current staff and programming. In order to move forward with the project, the Library requires funding of needed renovations to the aging Library building. *Cost: $210K for staff space renovations and $196K for public meeting space upgrades*

3. The grant will be deposited in a town grant account to be spent at the direction of the Library Director under the oversight of the Library Trustees.

4. The Climate Programming and Outreach Coordinator will be hired for a 12-month position with the possibility of additional years if the grant is extended. The position will be posted and hired following the standard Library/Town of Carlisle hiring procedures after the grant is received. The terms of employment will be consistent with the personnel policies of the Town of Carlisle. The position will report to the Library Director and will generally establish own work plan in accordance with established library policies and standards.

5. The Library will provide written narrative and financial public reports on project status, accomplishments, and use of funds at 6 months and 12 months after receipt of grant funding.
6. The Foundation will notify the Library no more than 3 months before the end of the 12-month grant period if they are interested in renewing the grant for additional years.
JOB OPENING: Climate Programming and Outreach Coordinator

Our world faces increasingly complex and urgent challenges that affect our collective environmental, social and economic well-being. The Gleason Public Library recognizes its responsibility to be a part of the response, and is looking for an innovative, open-minded, and outgoing individual to focus on how library programs, collections, and services can address these challenges. The Climate Programming and Outreach Coordinator:

- Develops, plans, promotes, and hosts a dynamic slate of library programs, events, and exhibits incorporating timely topics related to our changing planet
- Liaises and builds strong relationships with town departments, community groups, schools, and businesses
- Works with other librarians to highlight climate change-related topics as they relate to other library collections, programs, and services

Are you the person we’re looking for? You’re passionate about helping the community respond to climate change. You like bringing an interdisciplinary lens to approach issues from a variety of perspectives. You are excited to work with audiences of all ages and to build connections with other groups to bring the best of Carlisle’s expertise and interests together to address these challenges.

Hours: 19 hours/week. Schedule is flexible and will include some evening and weekend events.

Qualifications: Bachelor’s degree and a minimum of 2 years related experience (e.g. library programming, community events, education, or a related field. Strong interpersonal and organizational skills and a passion for the topic; adaptability; communication and public relations skills.

Salary: Starts at $33.52/hr (Grade 7, Step 1)
FY25 Action Plan

Background
The current Gleason Public Library Strategic Plan was written in the summer of 2019, covering activities from FY21 through FY25. Out of 112 action items in this plan, as of October 2023:

- 87 have been completed
- 10 are underway or in the current action plan
- 8 are incorporated into the Library’s renovation plans or the Town’s capital planning, but not yet funded
- 7 are no longer planned or have been delayed indefinitely

The Mass. Board of Library Commissioners recommends creating a Strategic Plan every three to five years and filing an updated Action Plan each year; these filings are required in order for a library to be eligible to apply for certain grants. Our FY25 Action Plan must be submitted by December 1, 2023, and our next strategic plan (for FY26 and following) is due October 1, 2024, unless we request an extension.

Mission Statement
The Gleason Public Library facilitates life-long learning and growth for all community members through free access to materials and services; collaborative partnerships; and opportunities to engage and learn from one another.

Vision Statement
The Gleason Public Library will be a vibrant and vital community center where people across the generations can explore passions, interests, and learning experiences.

FY25 GOALS, OBJECTIVES, AND ACTIONS

1. GOAL: Library users find a welcoming physical space that meets their needs for quiet focus, community gathering, work, and learning.
a. OBJECTIVE: Identify and implement renovation options to increase community use of the library for all ages and provide improved spaces for all ages and staff
   - Hire Owner’s Project Manager for renovation
   - Finalize designs and construction documents with architects
   - Renovate Library interior to provide new and improved spaces for meetings and programs, teens and children, quiet work and community gatherings.

b. OBJECTIVE: Work with Municipal Facilities Committee and Town Facilities Manager to fund and implement solutions to building needs
   - Repaint historic window frames
   - Repave library parking lot (after interior renovation)

c. OBJECTIVE: Maintain building security and safety for staff and users
   - Review and update building maintenance handbook and annual checklists annually
   - Incorporate security considerations, including sight lines and exit paths, into library renovation plans.

2. GOAL: The library is a center of collaborative education in the community
a. OBJECTIVE: Develop strategic partnerships with Carlisle School and Concord Carlisle High School to support student learning
   - Collaborate with CPS to develop decodable book collection to support literacy curriculum and up-to-date best practices for literacy acquisition.

b. OBJECTIVE: Engage with community expertise
   - Engage local experts to provide educational lectures or lead skillshares at least 1x per year
   - Identify area colleges, universities, and businesses with Carlisle connections and investigate partnership opportunities
c. OBJECTIVE: Provide lifelong learning opportunities with educational, cultural, and recreational programs for all ages

- Offer all-ages programs at least four times annually to support intergenerational connections.
- Collaborate on programs with Carlisle Recreation Department, Carlisle Council on Aging and Human Services, and other local organizations to serve our shared missions.
- Offer story times tailored to multiple age groups based on community interest.

d. OBJECTIVE: Meet community needs for tools and technology with an expanded “Library of Things”

- Continue expanding and publicizing Library of Things collection
- Offer hands-on training on circulating objects and other emerging technologies
- Offer at least one program on how to use the Library telescope

e. OBJECTIVE: Connect the community with history through the Gettysburg collection and other town-owned artifacts and resources

- Partner with local schools for educational visits centered around historic collections
- Display selected historical artifacts at the library and other appropriate local venues

f. OBJECTIVE: Develop programs and services to encourage a culture of diversity and community cohesion

- Offer at least two programs that accurately and authentically reflect the cultural perspectives of diverse communities, in collaboration with area organizations including members of those communities.
- Use SirsiDynix collection analysis tool to review progress since previous collection diversity audit

3. GOAL: The library’s programs and resources are available when and where people need them. Information on library services is easily accessible to all users.

a. OBJECTIVE: Update the library’s digital presence to make information on the library and its resources easy to find 24/7

- Annually review effectiveness of and best practices for social media accounts
b. OBJECTIVE: Hold library programs at a variety of times and places to meet the needs of all users
   • Regularly offer programs for children, tweens, teens, and adults during evening or weekend hours
   • Host at least 2 “after-hours” events per year outside of the library’s operating hours

c. OBJECTIVE: Evaluate effectiveness of current library hours and consider possibilities for expanding services outside of those hours
   • Use “Patrons served by hour” report, door count samples, and meeting room reservations to compare trends in library usage over time.

d. OBJECTIVE: Get the word out – make sure people are aware about all the library has to offer!
   • Review branding materials and update guidelines for staff, including logo and marketing templates
   • Incorporate up-to-date directional signage in renovation plans
   • Conduct annual review and update of marketing plan/schedule

4. GOAL: The library fosters environmental sustainability in Carlisle.
   
a. OBJECTIVE: Support low-emission transportation methods for visitors and staff
   • Provide bike repair tools
   • Host a bike repair info event or general-interest “fix-it” event

b. OBJECTIVE: Reduce the library’s carbon footprint
   • Work with Environmental Sustainability Committee to identify opportunities to reduce the library’s carbon emissions

c. OBJECTIVE: The library will support efforts by local residents and organizations to respond to and prepare for climate change and other environmental concerns
   • Create displays highlighting collections related to current environmental issues at least twice per year
   • Host lectures or documentary showings on topical issues at least once annually
5. GOAL: Celebrate reading!

a. OBJECTIVE: Provide physical and digital collections that meet demand and stimulate interests
   - Evaluate museum pass usage annually and consider addition of new passes to meet user interests
   - Identify locations for displays and/or browsing collections for easy access to relevant titles, e.g., a shelf of adult materials near the children’s room

b. OBJECTIVE: Make the public aware of all of the resources that the library has to offer
   - Offer classes and drop-in help sessions on accessing digital materials at least 2x/year
   - Work with local departments and organizations to publicize relevant resources to their constituencies

c. OBJECTIVE: Offer high-quality, personalized reader's advisory services for all ages.
   - Create monthly displays on a variety of themes, including materials in all formats and for all ages

d. OBJECTIVE: Library programs celebrate literature
   - Offer at least three author talks per year
   - Offer at least two book-themed passive programs per year (e.g., book bingo, book-themed March Madness)

e. OBJECTIVE: Make the library a special occasion
   - Hold community events honoring the library’s history for renovation kick-off and other milestones
**GOAL/OBJECTIVE/ACTION**

**GOAL:** Library users will find a welcoming physical space that meets their needs for quiet focus, community gathering, and in-depth research. The library is a center of collaborative education in the community.

**OBJECTIVE:** Develop strategic partnerships with Carlisle School and Concord Carlisle High School to support students' learning needs.

Meet with school administration and/or librarians to discuss how the library can support their students.

Provide tours of library for kindergarten classes

Offer tours of library for Carlisle School teachers

Explore partnership opportunities with Carlisle School STEAM activities

Offer seismograph workshops for Carlisle students

**OBJECTIVE:** Engage with community expertise

Engage local experts to provide educational lectures or lead skillshares at least 1x per year

**OBJECTIVE:** Work with Municipal Facilities Committee and Town Facilities Manager to fund and implement recommendations for improving HVAC functionality and reducing energy consumption.

Replace non-functional rooftop ventilation unit

Replace flat roof, asphalt shingle roof, and make other roof repairs as recommended

Implement BLW Engineers’ 2016 recommendations for improving HVAC functionality

Replace chiller

Study options for expanding parking lot

Repave library parking lot

Advocate for full funding of the library’s routine maintenance needs in annual town budget

**OBJECTIVE:** Maintain building security and safety for staff and users

Evaluate location and structure of staff service desks, considering visual access to entries and physical access to emergency exits

Update incident documentation procedures

Update building maintenance handbook

Create annual building maintenance checklist

Repair emergency exit door on south side of building

Create a sustainable plan for snow removal needs and advocate for additional funding if needed

Consider addition of security cameras

Investigate adding in-building book return slot

**GOAL:** The library is a center of collaborative education in the community

**OBJECTIVE:** Identify renovation options to increase community use of the library for all ages and provide a more contained teen area.

Hire an architect or space planner to conduct a formal space study

Have acoustics professionally evaluated, particularly how noise travels in the main stairwell

Identify areas that are underused or could be used more flexibly for a variety of uses

Create a more contained teen area that can be supervised easily

Investigate possibilities for adding private workspaces, including space where phone calls could be made, either by creating new rooms or expanding use of existing areas (e.g. Hollis Room when not in use by library)

Consider adding a food-friendly area

Create more defined social spaces and encourage use by community groups

Consider additional staff workspace near children’s or teen collections

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Create annual building maintenance checklist

Repair emergency exit door on south side of building

Create a sustainable plan for snow removal needs and advocate for additional funding if needed

Consider addition of security cameras

Investigate adding in-building book return slot

**GOAL:** The library is a center of collaborative education in the community

**OBJECTIVE:** Develop strategic partnerships with Carlisle School and Concord Carlisle High School to support students’ learning needs.

Meet with school administration and/or librarians to discuss how the library can support their students.

Provide tours of library for kindergarten classes

Offer tours of library for Carlisle School teachers

Explore partnership opportunities with Carlisle School STEAM activities

Offer seismograph workshops for Carlisle students

**OBJECTIVE:** Engage with community expertise

Engage local experts to provide educational lectures or lead skillshares at least 1x per year
Identify area colleges, universities, and businesses with Carlisle connections and investigate partnership opportunities

Promote the library as a coworking space

**OBJECTIVE:** Provide lifelong learning opportunities with educational, cultural, and recreational programs
Host at least three joint educational events with other Carlisle organizations annually

Host study sessions during school finals

Host at least four educational programs for children annually
Provide access to new technologies for children for in-library use, such as robotics or programming toys
Staff will meet at least once annually with area daycares and/or preschools to identify opportunities for collaboration and support

**OBJECTIVE:** Meet community needs for tools and technology with an expanded “Library of Things”
Collect existing circulating objects into a “Library of Things” with updated cataloging and promotional flyer (print and online)
Survey users on potential additions to collection
Expand collection to meet community needs
Offer hands-on training on circulating objects and other emerging technologies
Work with nearby libraries to cross-promote circulating items that are unique to each location

Consider adding “maker” items for in-library use

**OBJECTIVE:** Connect the community with history through the Gettysburg collection and other town-objects
Maintain public online access to photographic inventory and database through library website
Partner with local schools for educational visits centered around historic collections

Display selected historical artifacts at the library and other appropriate local venues

**OBJECTIVE:** The library will develop programs and services to encourage a culture of diversity and community
Offer at least one program annually that focuses on an ethnic group in the greater Carlisle area, preferably in collaboration with area organizations
Expand non-English-language collections
Update language learning collections and consider purchase of online language learning subscription

Offer a conversation group for English language learners

Identify products available to provide better service to people with disabilities
Conduct staff training related to services to people with disabilities

**GOAL:** The library’s programs and resources will be available when and where people need them. Information on library services and resources will be prominently and clearly displayed in the library and online.

**OBJECTIVE:** Update the library’s digital presence to make information on the library and its resources easier to find and access.
Highlight library hours and basic information on website
Redesign website to be more mobile-friendly and accessibility-friendly
Redesign website for easier access to digital resources
Update library social media on a regular schedule
Annually review effectiveness of social media accounts

**OBJECTIVE:** Hold library programs at a variety of times and places to meet the needs of all users.

Offer at least 4 programs per year for children during evening or weekend hours
Offer at least 3 programs per year for tweens and teens during evening or weekend hours
Offer at least 4 programs per year for adults during evening or weekend hours
Host at least 2 “after-hours” events per year outside of the library’s operating hours (Friday evening, Saturday evening, or Sunday)

Investigate opportunities for holding programs in new locations in Carlisle

Survey residents on their preferred times for events
Based on survey results and attendance numbers, evaluate program scheduling and consider alternatives

**OBJECTIVE:** Evaluate effectiveness of current library hours and consider possibilities for expanding services

Conduct public awareness campaign to make sure residents are aware of the library’s schedule – highlight on website, lawn marquee, and Mosquito (e.g. when Saturday hours change seasonally), new resident information, and consider magnet or bookmark handout

Investigate self-service hold/museum pass pickup outside of library hours

Conduct “sweep surveys” to compare hourly library usage and identify underused times

Survey patrons on preferred hours to visit library
Evaluate possible changes to open hours, considering usage, survey results, budget impact, staff impact, and need for equitable service to all residents

**OBJECTIVE:** Get the word out – make sure people are aware about all the library has to offer!

Create marketing plan and review annually

Update branding materials, including logo and marketing templates
Create map of library sections
Maintain up-to-date directional signage
Investigate possibility for regular column in Mosquito about library services
Leverage word-of-mouth opportunities through local organizations

**GOAL:** The library will help foster environmental sustainability in Carlisle.

**OBJECTIVE:** Support low-emission transportation methods for visitors and staff.

Install at least one charging station for electric vehicles when repaving parking lot

Improve bicycle parking space
Investigate opportunities to support bike-sharing, either partnering with local organizations or offering bicycles for patrons to borrow
Consider possibility of adding shower facilities for staff to support walking or biking to work
Refresh outdoor space and consider additional outdoor seating to make the library more inviting for pedestrians
Identify long-term plan and funding for landscaping maintenance

**OBJECTIVE:** Reduce the library’s environmental impact

Work with Carlisle Energy Task Force to identify potential green improvements and funding opportunities

Investigate energy-efficient options for chiller replacement

Research building management system for more targeted climate control

Investigate possibility of solar panels when replacing shingled roof at rear of building

**OBJECTIVE:** The library will support efforts by local residents and organizations to respond to and prevent environmental issues

Create displays highlighting collections related to current environmental issues

Host lectures or documentary showings on topical issues at least once annually

Reach out to local organizations to investigate collaboration and support opportunities

Circulate relevant tools as part of our “Library of Things” (e.g. Kill-a-Watt meters), and publicize their availability regularly

**GOAL:** Celebrate reading!

**OBJECTIVE:** Provide physical and digital collections that meet demand and stimulate interests

Determine appropriate holds ratio for all collections and monitor purchase alerts weekly

Expand “Hot Titles” collections

Formalize workflow for processing purchase suggestions, and make “purchase suggestion” form available to patrons both online and in-library

Contribute funding to MVLC shared Overdrive collection to reduce holds ratios

Evaluate museum pass usage annually and consider addition of new passes to meet user interests

Consider purchase of multiple copies of museum passes for popular destinations

Identify locations for displays and/or browsing collections for easy access to relevant titles, e.g. a shelf of adult materials near the children’s room

**OBJECTIVE:** Make the public aware of all that the library has to offer

Offer classes and drop-in help sessions on accessing digital materials at least 2x/year

Publicize availability of popular titles on always-available digital services such as Hoopla and Kanopy

Publicize interlibrary loan

Contribute book recommendations to Carlisle Mosquito and consider partnering for regular column

**OBJECTIVE:** Offer high-quality, personalized reader’s advisory services for all ages.

Capture and share reader recommendations at circulation desk

Hold staff training on reader’s advisory techniques

Create monthly displays on a variety of themes, including materials in all formats and for all ages

Promote personalized reader’s advisory services in person and through social media

**OBJECTIVE:** Library programs will celebrate literature.

Offer at least three author talks per year

Host a “silent book club” event for adults

Host a local author festival

Host a book-themed special event (e.g. escape room or mystery night)
Offer at least two book-themed passive programs per year (e.g. book bingo, book-themed March Madness)

**OBJECTIVE:** Make the library a special occasion

- Offer tours of library to new cardholders
- Create a “first library card” celebration routine for children
- Mail library information to new residents
- Hold an event celebrating the library’s 125th anniversary in May 2021

**Out of 112 actions, 3.25 years into 5-year plan:**
- 87 have been completed
- 8 are in reno plans or town capital plan
- 10 are underway or in current action plan
- 7 are no longer planned/pushed back indefinitely
<table>
<thead>
<tr>
<th>FUNDING (IF NEEDED)</th>
<th>NOTES</th>
<th>STATUS AS OF 10/2023</th>
</tr>
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<tbody>
<tr>
<td>Endowment/Trust Funds</td>
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<td>Part of renovation designs</td>
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<td>Endowment/Trust Funds</td>
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<td>Advocating for this to be included in town study</td>
<td>Complete</td>
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<tr>
<td>t.b.d.</td>
<td>In capital plan; deferred until after reno</td>
<td>Pending</td>
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<tr>
<td>MFC/Town Capital</td>
<td>Complete/ONGOING ACTIVITY</td>
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<td>Part of renovation designs</td>
<td>Complete/IN PROGRESS</td>
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<td>FOGPL</td>
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<td>FOGPL</td>
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<td>Transitioned to card signup event</td>
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<td>Activity</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>Added and publicized online booking for Study Room, incorporated in renol designs</td>
<td>Complete/Ongoing Activity</td>
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<tr>
<td>Completed pre-covid, consider re-starting</td>
<td>Complete/Ongoing Activity</td>
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<td>Added new online booking system</td>
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<tr>
<td>Considered and will continue to look for opportunities</td>
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<tr>
<td>Deferred due to covid + staffing changes</td>
<td>Deferred</td>
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<tr>
<td>Plan to continue in FY25; work with CHS</td>
<td>Complete/Ongoing Activity</td>
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<td>Transparent Languages Online added state-wide deferred due to covid + volunteer changes; publicize nearby and online groups and keep an eye out for future opportunities</td>
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<tr>
<td>Information on library services will be easily accessible to all users.</td>
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<tr>
<td>more readily available 24/7.</td>
<td>Complete/Ongoing Activity</td>
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<tr>
<td>owned artifacts and resources.</td>
<td>Complete/Ongoing Activity</td>
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<td>ARSL grant, FOGPL</td>
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<td>MBLC</td>
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<td>LSTA Grant</td>
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<tr>
<td>Trust Funds/FOGPL</td>
<td>Complete/Ongoing Activity</td>
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<tr>
<td>Activity</td>
<td>Status</td>
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<td>Have greatly expanded program locations, due in part to covid and new partnerships</td>
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<td>Complete/Ongoing Activity</td>
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<tr>
<td>FOGPL for magnet</td>
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<tr>
<td>Considered and decided against physical option; many museums now offer e-passes</td>
<td>Complete</td>
<td></td>
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<tr>
<td>many changes during covid, consider evaluating in future</td>
<td>Deferred</td>
<td></td>
</tr>
<tr>
<td>many changes during covid, consider evaluating in future</td>
<td>Deferred</td>
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<tr>
<td>Incorporated in web design project and marketing plan; consider further professional review in future</td>
<td>Complete/Ongoing Activity</td>
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<td>Include in renovation</td>
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<tr>
<td>Include in renovation</td>
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<tr>
<td>in current action plan</td>
<td>Pending</td>
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<tr>
<td>Have partnered with many local orgs</td>
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<td></td>
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<tr>
<td>Advocating for this to be included in town parking study</td>
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<tr>
<td>Consider more outdoor space updates after reno</td>
<td>Deferred</td>
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<tr>
<td>Added bike tools to Library of Things</td>
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<tr>
<td>Considered and decided against</td>
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<tr>
<td>Added additional seating; consider more outdoor space updates after reno</td>
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<td>Activity</td>
<td>Status</td>
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<tr>
<td>t.b.d. In discussion with Town Admin; DPW has taken on greater role</td>
<td>In Progress</td>
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<td>MFC/Town Capital</td>
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<td>Installed FY23 MFC/Town Capital</td>
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<td>t.b.d. working with ESC</td>
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<tr>
<td>Prepare for climate change and other environmental concerns</td>
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<td>in current action plan</td>
<td>Pending</td>
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<tr>
<td>in current action plan</td>
<td>Pending</td>
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<tr>
<td>highlighted during covid</td>
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<tr>
<td>Details evolved due to covid, but have hosted new book clubs and read-in event FOGPL have hosted local author panels and poetry festival online mystery night</td>
<td>Complete/Ongoing Activity</td>
<td></td>
</tr>
<tr>
<td>Kindergarten signup event in current action plan</td>
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<td>Complete/Ongoing Activity</td>
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