



SUNDERLAND PUBLIC LIBRARY LONG RANGE PLAN
2017-2022

20 School Street
Sunderland, Massachusetts

Approved September 22, 2016

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MISSION STATEMENT

The Sunderland Public Library is a welcoming and lively center for lifelong learning, personal enrichment and community interaction. It is dedicated to serving Sunderland as a vital cultural resource and community center, and is cognizant of its role in promoting the value of reading and self-expression to local youth. The Library responds to community needs as they evolve over time and strives to connect its users to ideas, to experiences, and to others in the community and world at large.

INTRODUCTION

The Sunderland Public Library followed a long range plan from 2011 – 2016 which was created by then Library Director Sheila McCormick and the Board of Library Trustees. The current Library Director, Katherine Hand, formed a Long Range Planning Committee in the spring of 2016 to begin work on a new Long Range Plan. Members of the Long Range Planning Committee included Aaron Falbel, Senior Librarian at Sunderland Public Library, Karen Green, Director of the Coordinated Families and Community Engagement Program, Wendy Houle, Sunderland Town Clerk, Richard Lopatka, Trustee of Sunderland Public Library, Jenny Martinez-Nocito, Sunderland resident and active library user, and Lorin Starr, Trustee of the Sunderland Public Library. The Long Range Planning Committee met with the Library Director on three occasions to identify the needs of the Sunderland Community, potential new services and areas of growth, and to identify ways the library can improve upon its current services. The Library Director then used the Committees input to write the new Long Range Plan, which was approved by the Library Board of Trustees on September 22, 2016.

It is expected that this long range plan will be used as required in grant proposals as well as a guide in various planning activities such as developing job descriptions, performance evaluations, priority setting, strategic planning, budgeting and any efforts that help in clarifying direction and aspirations over the next 5 years.

METHODOLOGY

The Library Director used the Massachusetts Library System's *Strategic Planning for Libraries* (2016) guide to inform the Long Range Planning process. Under this guide's recommendations, the Library Director formed a Long Range Planning Committee comprised of Library Trustees, Library Staff, Town Officials, Community Organizations, and Sunderland Residents. The Library Director created a community input survey, which was edited by the committee at their initial meeting. This survey was then made into an online version and a paper version. The online version was advertised on the library's website, Facebook page, and email newsletter. The paper version was made available at the circulation desk and Town Offices. The chance to win one of two gift certificates to the Millstone Market served as an incentive for people to respond to the survey. The survey was distributed and collected for two months, and received a total of 100 responses. The complete results can be viewed in the appendix. One Long

Range Planning Committee member also conducted brief, three-question in-person surveys on a Saturday afternoon outside of the Millstone Market in Sunderland, receiving a total of 11 responses from two library users and nine non-library users. The Library Director also hosted two Community Input Sessions, each of which was attended by one person. While the turnout was lower than hope for, the Library Director was able to engage in two in-depth conversations with library users to discover their needs. The results of these surveys and input sessions were reviewed by the Long Range Planning Committee and served as the basis for developing the needs assessment and goals and objectives presented in this Long Range Plan.

COMMUNITY DESCRIPTION

The Town of Sunderland has a population 3,684 and is located in southern Franklin County on the Connecticut River in Western Massachusetts' Pioneer Valley. The town, which was incorporated in 1718, has a rich agricultural history as well as many current working farms, with over 1,000 acres permanently protected for farming through the Agricultural Preservation Restriction program. Located along Route 116 in between Deerfield and Amherst and near to Interstate 91, the Sunderland Public Library is a convenient location for commuters and serves residents of many towns including Amherst, Deerfield, Conway, Montague, and Greenfield, in addition to the residents of Sunderland. The Sunderland Public Library is also located within the Five College region and is near the University of Massachusetts Amherst. The Town of Sunderland is home to many faculty and staff of the Five Colleges, and includes many apartment complexes that cater to undergraduate and graduate students and international visiting professors at the University of Massachusetts Amherst. As a result, the Town of Sunderland has a population that is a mix of long-term and short-term residents with a variety of diverse needs from their library. Sunderland is governed through town meeting, aided by elected boards and volunteer communities.

The following is key data about the Sunderland community:

- According to the 2010 U.S. Census Bureau figures, there were 3,684 residents in Sunderland, a decrease of 2.4% from 2000. 1,813 (49.2%) of these residents were male and 1,871 (50.8%) were female. 84.6% of residents were White; 5.2% were Asian, 4.9% were Hispanic, and 2.5% were African American.
- According to data from the State Data Center at the University of Massachusetts, Sunderland's population is projected to grow between 4,125 and 5,262 by 2020.
- The greatest population growth is expected among residents aged 65 or older. Currently 20% of Sunderland's population is over the age of 60.
- The Sunderland tax rate in 2015 was \$14.51, an increase from \$13.98 in 2014.
- The estimated median household income in 2013 was \$47,690, an increase from \$37,147 reported in 2000, but below the state median household income of \$66,768.
- According to 2010 U.S. Census Bureau figures, 21.4% of Sunderland's residents live below the poverty line.

- 55% of Sunderland housing units are renter-occupied, which is the highest percentage in the state outside of the city of Boston.
- Sunderland sent 113 students grades 7 – 12 to Frontier Regional High School in 2015.
- 233 students grades pre-K-6 attended Sunderland Elementary School in 2015. This is an increase of 28 students from the previous year. 43 of these students are School Choice students from other towns.
- In 2016 there were 2,346 registered voters in Sunderland.
- In 2012 the Town of Sunderland was designated as a Green Community by the State of Massachusetts. The Town, under the guidance of the Energy Committee, works to reduce its energy consumption and provide alternative sources of energy. The Town is currently working on establishing a solar energy field. This project is still in the planning stages.
- Another priority for the Town of Sunderland is to provide affordable housing for senior citizens. There is a project in the planning stages to create an affordable housing development for senior citizens.

LIBRARY DESCRIPTION

Sunderland's tradition of library service began in 1794, and the Town has proudly provided its residents with free library service since 1878. Sunderland's first libraries were organized in the homes of residents and later secured space on the second floor of a store that stood on the corner of present-day School Street and North Main Street. That building burned in 1854. From 1869 to 1900, Sunderland's library was housed in a room on the second floor of the Old Town Hall. In 1900 the library acquired a new home in the Graves Memorial Library building, built with funds provided by Sunderland native John Long Graves.

The Graves Memorial Library was staffed by part-time non-professionals and volunteers until 1985, when the first part-time professional Librarian and a part-time assistant were hired. In 1987, the Town voted to establish the first full-time Library Director position. The Graves building served the Town well into 2004. In April of that year, the newly constructed and renamed Sunderland Public Library opened its doors. The construction of the building was the culmination of a planning process that began in the mid-1990's. In 2000, the library applied for a Massachusetts Public Library Construction Grant, which was awarded in 2001 and provided \$1,079,272 to the Town. This grant represented half of the cost of the building project. In September 2001, Sunderland voters agreed to fund the other half. Private contributions in the amount of \$170,000 completed the funding picture.

Currently the Sunderland Public Library enjoys a dual role in the community as both a library and a community center. In addition to providing access to diverse resources, the library also offers a variety of programs for people of all ages, access to technology, and makes its Community Room available for use by the public.

GOVERNANCE

The Library is a Town department governed by an elected nine-member Board of Library Trustees. The Board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that "the Board shall have the custody and management of the library...and of all property owned by the Town relating thereto. All money raised or appropriated by the Town for its support and maintenance shall be expended by the Board. All money or property which the Town may receive by gift or bequest shall be administered by the Board...." Responsibility for library management, collection development, and provision of library services to the public is delegated by the Board to the Library Director. The Library Director is appointed and directly responsible to the Board and is an employee of the Town of Sunderland.

STAFFING

The Library is staffed by a full-time Library Director and five part-time librarians at a total of 105.5 hours per week:

Library Director - 37.5 hours per week. Responsible for all aspects of library management including planning, budgeting, acquisitions, technical services, grant management, equipment upkeep, adult, young adult and children's programming and services, circulation, public relations, and facilities management.

Head of Adult Services - 6 hours per week. Responsible for cataloging library materials, adult fiction collection development, assisting with adult programming, and other duties as assigned by the Director.

Head of Youth Services - 25 hours per week. Assists with circulation, overdue notices, Interlibrary Loan requests, children's collection development, book processing, planning and implementation of children's programs and services, and other duties as assigned by the Director.

Head of Young Adult Services -12 hours per week. Assists with circulation, young adult collection development, planning and implementation of young adult services and programs, including the Young Adult Summer Reading Program, and other duties as assigned by the Director.

Senior Librarian – 10 hours per week. Assists with circulation, adult non-fiction collection development, facilities maintenance, adult programming, and other duties as assigned by the Director.

Circulation Assistant – 15 hours per week. Assists with circulation, overdue notices, hold notifications, Interlibrary Loan requests and other duties as assigned by the Director.

Volunteers – Approximately 12 hours per week. Shelving, shelf-reading, materials processing, and other duties as assigned by library staff.

HOURS

The Sunderland Public Library is open forty hours per week year-round.

Monday	10am - 8pm
Tuesday & Wednesday	1pm - 8pm
Thursday	Closed
Friday	10am - 7pm
Saturday	10am - 5pm
Sundays & Holidays	Closed

COLLECTION DESCRIPTION

The Sunderland Public Library provides access to materials and services to meet the recreational and informational needs of the citizens of Sunderland, Massachusetts and of the Library's patrons. The primary emphasis is on meeting the need for popular materials for all ages. In addition, the Library provides complementary educational support for the elementary and secondary school levels and outreach services to the entire community.

The Library owns a total of 219,549 items, with 33,176 available in the library each day and 186,373 digital items available online. The library is a member of the C/WMARS resource sharing network, and Sunderland Public Library patrons have access to items from the over 150 member libraries, which they may borrow in person or order through Interlibrary Loan. As a member of C/WMARS, the Library also has access to the Overdrive collection, which provides patrons with the ability to borrow eBooks, eAudiobooks, and eVideos. The Library also joined the Commonwealth eBook Collection in 2015, which provides patrons with access to over 100,000 eBooks and eAudiobooks through three new platforms, Axis360, Biblioboards, and EBL.

In addition to traditional materials such as books, videos, and periodicals, the Library also loans non-traditional items including ukuleles, Kindles, kill-a-watt electricity usage monitors, and free passes to many local museums and parks.

Of the 219,549 items owned by the Library, 87% are intended for use by adults, 4% are intended for use by young adults, and 9% are intended for use by children (please note that the majority of electronic items are intended for use by adults). Of the 33,176 items available in the library, 54% are intended for use by adults, 8% are intended for use by young adults, and 37% are intended for use by children. Circulation figures align closely with the holdings, as 46% of circulations are for items intended for use by adults, 5% of circulations are for items intended for use by young adults, and 48% of circulations are for items intended for use by children.

The Library offers an extensive Young Adult materials collection, including fiction, non-fiction, graphic novels, audiobooks, and DVDS. The Young Adult Collection was revamped in 2014 and 2015 with assistance from an LSTA Serving Teens and Tweens grant. This grant provided funding to purchase materials for Young Adults and allowed for a redesign of the Young Adult Room and reconfiguration of how Young Adult Materials are displayed. Young Adult non-fiction materials were moved into the Adult Stacks to make more room for the increased Young Adult fiction collections, and Young Adult DVDs were separated from the Adult DVDs and placed on their own shelf. Over the course of the two year grant, Young Adult circulation increased by 25%. These numbers have decreased slightly since the end of the grant.

The Children’s Room offers picture books, easy reader books, fiction and non-fiction books, board books, discovery kits, DVDs, a small VHS collection, audiobooks, comic books, and a collection of parenting books. A small selection of Spanish language picture books and easy reader books are also available in the Children’s Room. In addition to our circulating materials, the Children’s Room also has a variety of puzzles and toys meant to stimulate young children’s minds. The recent addition of a puppet theater and several puppets to the Children’s Room has been a much-loved and widely used success.

The majority of library space is devoted to our adult collections, which includes fiction and non-fiction, large print books, audiobooks, DVDs, reference materials, and a local history collection. In 2014 and 2015 the adult collections were reorganized. The reference collection, which was not-well used, was downsized to include only useful and current resources. The local history collection was then moved to its own, well-designated, shelving area. Non-fiction gardening books, cook books, and biographies were also moved to their own well-designated areas in order to make these well-used books easier for patrons to find and browse.

COLLECTION STATISTICS FY16

BOOKS		
	Adult Books	12,613
	Young Adult Books	2,258
	Children’s Books	11,040
AUDIO/VISUAL MATERIALS		
	Adult Audiobooks	798
	Young Adult Audiobooks	160
	Children’s Audiobooks	407
	Adult DVDs	3,067
	Young Adult DVDs	233
	Children’s DVDs	899

PERIODICALS		
	Adult Magazines	1,316
	Young Adult Magazines	35
	Children's Magazines	94
ELECTRONIC CONTENT		
	eBooks	174,052
	eAudiobooks	11,324
	eVideo	997
	MISCELLANEOUS ITEMS	41
	TOTAL ITEMS	219,549

CIRCULATION STATISTICS FY16

BOOKS		
	Adult Books	16,414
	Young Adult Books	2,054
	Children's Books	17,205
AUDIO/VISUAL MATERIALS		
	Adult Audiobooks	3,304
	Young Adult Audiobooks	146
	Children's Audiobooks	802
	Adult DVDs	11,993
	Young Adult DVDs	1,005
	Children's DVDs/VHS	2,866
PERIODICALS		
	Adult Magazines	1,768
	Young Adult Magazines	35
	Children's Magazines	263
ELECTRONIC CONTENT		
	eBooks	1,863
	eAudiobooks	1,196
	MISCELLANEOUS ITEMS	160
	TOTAL ITEMS	61,171

BUILDING FACILITIES

The Sunderland Public Library building was built in 2004. It is a one-floor facility, offering excellent sightlines to most areas of the building from the centrally located circulation desk. This attribute is essential for a library with a small staff. The handicapped accessible building features a logical layout that functions well in the fulfillment of library service roles. Access to and from the parking area is easy and convenient. The new facility was designed to meet the anticipated needs of the library for a twenty-year period. While there is room for collection growth in the children's room, the young adult space is nearly full. Space for adult books will be reviewed to determine if additional shelving, removed and now in storage, should be reassembled in the stacks.

A generously sized Community Room (maximum seating capacity of 70) is available for use by the community, including Town and local organizations, as well as for regularly scheduled library programs. This handsome space can be closed off from the rest of the library with the use of large pocket doors or left open so that the room, with four study tables, can be used as an integral part of the library. The *Community Room Policy* permits the library to charge certain categories of users for use of the room, with the proceeds used to offset the costs of room maintenance. An adjacent kitchen that functions as a staff break room is also available to Community Room users.

The Circulation Desk and Staff Work Area provide adequate space for work-related tasks, however, additional work counter space would be welcome, as would additional shelving and storage for supplies and items awaiting processing. This is an open work area, which does result in work-related noise echoing throughout the library. An enclosed work area would eliminate the amount of ambient noise from collection processing and telephone calls. Checkout is available at two staff computers, though for approximately 15 hours per week the circulation desk is staffed by only one staff member. Library policy does require that two staff members be present in the library during open hours, though the Library Director works alone in the building for three hours per week. Public printing jobs are routed to the printer behind the circulation desk for pickup by the public. The printer is also a fax machine, and patrons must request a staff member send a fax for them. A public copier is also available in the main part of the library, which includes scanning in addition to copying.

A sunny café area welcomes a weekly drop-in coffee group, and is the designated area where patrons may consume food or beverages. Shelving adjacent to this space displays a large selection of adult periodicals, and two waist-height shelving units showcase the library's new adult books. Two bulletin boards are available for library-approved posting of information related to community news and events. The adult wing of the library houses a large collection of DVDs and videocassettes as well as daily newspapers, audio books, Reference and Local History, large print books, and the fiction and non-fiction stacks. For adult patron use, there are eight networked public internet computers and additional study tables.

The Children's Room is colorful and spacious, and features a number of age-appropriate reading and play areas and a separate children's bathroom. In addition to the main room, an adjacent Children's Activities Room is accessed through a pocket door. Child-sized tables suitable for craft activities seat twenty-four. This room is banked by childproofed craft supply cabinets and a sink. A built-in window seat offers a view of the town's recreational fields. The Activities Room receives ample natural lighting and is further enhanced by the bright color scheme of the flooring and furniture. Seven original drawings by the noted children's illustrator Mordecai Gerstein lend a playful atmosphere to the room. Four internet stations in the Children's Room are networked to the central printer. In order to prevent exposure to adult materials,

each internet station is filtered using “Safe Eyes” software. There is also a public access computer for the library’s online catalog.

The library features a separate Young Adult Room which affords young adults a measure of privacy, but with large glass windows that allow clear views into the room. The room is equipped with a study table that seats four, four comfortable chairs around a coffee table, and two laptops that are filtered using “Safe Eyes” software. Outside of school hours, use of the room is restricted to grades 7 through 12, and adults who are seeking young adult materials. The room was redesigned in 2014 using funds from the LSTA Serving Teens and Tweens grant, and two study carrel computer stations were removed and a raised “laptop bar” was added. This freed up more space in the Young Adult Room and created a younger vibe in the room. The flexibility of the laptop bar also allows teens to collaborate on computer projects more easily.

At the extreme end of the adult wing is the Lane Family Reading Room. This comfortable reading room is the closest the library comes to a quiet study space. While we are primarily a popular library, it would be ideal to offer more choices for quiet study. 37 linear feet of wall space are given over to a revolving bimonthly art show. Exhibiting artists are chosen by the library’s Art Exhibit Committee, appointed by the Library’s Board of Trustees. Furnishings throughout the library, in the arts and crafts style, are both sturdy and comfortable. Window seats, library study tables, armchairs and a small sofa create inviting areas for study and relaxation.

Despite its relatively young age, the library building requires regular maintenance to ensure its continuous functions and longevity. In May of 2016 the main doors were repaired to ensure smooth closure and a tight seal. The back door and children’s room emergency exit were also repaired in order to stop leaking that occurred during heavy downpours. Regular cleaning of the gutters above the Community Room emergency exit have also alleviated leaking that would occur on that door. Two HVAC compressors have also needed early replacement, and the Library, and Energy Committee are collaborating to identify ways to lessen the burden on the compressors and make the building more energy efficient.

The building is run on a geothermal energy system. While this system is more sustainable than other methods, the rising cost of electricity makes this an expensive system to run. The Library is eager to continue collaborations with the Energy Committee to find ways to reduce the Library’s monthly utility bill. Electricity accounted for 56% of the Building Operations budget in FY2016.

NEEDS ASSESSMENT

The Sunderland Public Library is fortunate to benefit from a committed community, a supportive Friends of the Library group, an outstanding Board of Trustees, and a knowledgeable, experienced, and personable staff. The Library’s main needs are to retain our current extraordinary staff, to strengthen communications with Town leadership and other Town departments, to extend community outreach, and to develop solutions for patrons who would like quiet space.

The most popular sentiment expressed by the respondents to the Community Input Survey is that the staff of the Sunderland Public Library are knowledgeable, personable, and go above and beyond to provide all patrons with excellent service. The Library is extremely fortunate to have a dedicated staff, many of whom have been employed at the Library for more than ten years. A constant challenge that the library faces is providing these dedicated staff members with adequate pay. Since 2013 the library has conducted an extensive annual wage

survey of other comparable local libraries which are shared with the Personnel Committee and Board of Selectmen when advocating for increased salaries. Beginning in 2014 staff salaries have increased modestly each year, but the Library must continue to advocate for further increases until the staff members receive wages comparable to those of other local librarians in similar positions. To accomplish this, the Library needs to sustain a dialogue with both the Personnel Committee and Board of Selectmen reminding them of the need for additional salary adjustments.

Improving communications with the Board of Selectmen, other Town leadership, and other Town departments is crucial need to if the Library is to accomplish its goals and complete its projects. While communication has been adequate, there have been instances of misunderstanding in this past year between the Library and the Town leadership that might have been avoided by earlier and more frequent communications. The Library Director intends to meet with the Board of Selectmen quarterly in the upcoming year to provide an update on projects the library is working on and challenges it is facing. The Library Director is also committed to attending all Department Head Meetings and increasing opportunities for in-person communication through more frequent visits to Town Hall and the other departments.

The most frequent negative comment that the library received through the surveys and Community Input Sessions is that the library is too noisy. The building was designed with open sight-lines from the circulation desk throughout the building, to ensure that the library could be properly overseen by two staff members. While this design ensures the safety of library users and proper management of the space, it creates an environment where conversations are amplified and carry throughout the building. Since a strong majority of patrons enjoy the variety of programs the Library offers, visit the Library specifically to attend programs, and love that the Library is a lively community meeting place, limiting the number of programs or restricting patron conversations are not feasible solutions. The library needs to investigate means of providing the patrons who want a quieter setting with options for decreasing the level of noise they hear. Currently the Library offers ear plugs to patrons, but more work can be done to ensure all library patrons are comfortable using the Library.

The final need of the Library is to strengthen and increase community ties through outreach. The people who use the Library often comment on the great sense of community felt in the library, but there are still many Sunderland residents who are not frequent library users, and important community needs that are not being met. Currently the Library works with the local schools, the local senior center, Coordinated Families and Community Engagement, and North Star Self-Directed Learning Center for Teens to develop, coordinate, and publicize each other's programs and services and to collaborate on projects. There are many other organizations in both Sunderland and nearby communities with which the Library could develop similar beneficial relationships. Reaching out to and collaborating with new organizations will bring new people into the Library and will benefit all organizations by pooling resources, gaining new ideas, and extending our reach to new communities.

GOALS AND OBJECTIVES

- I. **Provide access to library resources and services in an environment that is safe, convenient, user-friendly, and welcoming to all.**
 - A. Continue the tradition of friendly and knowledgeable personal service.
 1. Maintain comprehensive procedures manual.
 2. Develop staff training manual.
 3. Encourage participation in continuing education opportunities (when available in reasonable proximity and free of charge, as scheduling allows).
 4. Work to reduce ambient noise in circulation area.
 - B. Maintain current library hours of operation.
 1. Research actual patron demand for increased hours.
 2. Investigate ways to increase staff hours.
 3. Investigate ways to increase staff pay.
 - a. Continue ongoing survey of wages at area libraries.
 - b. Present budget needs, relative to increases, to Select Board and Finance Committee.
 - c. Recommend and implement a process to ensure compliance with policy mandating two staff members in library at all times.
 4. Continue to judiciously utilize volunteer force for appropriate tasks.
 - C. Optimize and facilitate ease of use of library services through effective policies.
 1. Review and update all library policies annually.
 - D. Ongoing integration of public opinion into library services.
 1. Create online suggestion box on website to continue to solicit opinion.
 2. Maintain in-library suggestion box.
 3. Assess, prioritize and implement feasible suggestions from focus groups and survey.
 4. Establish an ongoing survey to be distributed at library programs in order to solicit feedback on a more consistent basis.
 5. Determine if the Library can adapt survey instruments currently used by other libraries to measure patron and community attitudes, interests, and support.

E. Maintain and preserve physical facility.

1. Investigate alternative energy sources to reduce electricity costs.
 - a. Consult with Energy Committee.
 - b. Research grant opportunities.
2. Establish protocol for replacement of lamps throughout building.
3. Investigate cost/feasibility of carbon dioxide sensors and new, fully programmable WiFi thermostats.
4. Maintain a safe, well-lit outdoor area and parking lot.
 - a. Investigate cutting a hole in the median to make crossing the parking lot safer and easier for patrons.
 - b. Work with the Highway Department and other Town departments to increase parking.
 - c. Communicate frequently with the Highway Department concerning outdoor maintenance.
5. Renovate the backyard space to create a space that is inviting for patrons and conducive to outdoor programming.
 - a. All renovations must ensure the historic American Elm Tree continues to thrive and highlight its beauty.
 - i. Have an arborist review all renovation plans.

II. Serve the community as a cultural center and community center.

A. Provide programming for all ages

1. Develop programs that represent the diversity of Sunderland.
2. Create programs and services that help patrons adapt to a changing world.
3. Pursue grants for special programs.
 - a. Local Cultural Council Grants.
 - b. LSTA Grants.
 - c. New England Foundation for the Arts.
 - d. Ezra Jack Keats program grant.
4. Search for low cost programming.
 - a. Utilize community expertise.
 - b. Research clubs at Frontier Regional for programming potential.
5. Increase programming for adults.
6. Increase year-round programming for children.
7. Increase outreach efforts to teen community.

- a. Support the Teen Advisory Boards.
 - 1. Recruit new members annually.
 - 2. Consult with Frontier Regional librarian.
 - 3. Investigate feasibility of young adult web page and/or social media.
 - 4. Involve young adults in program planning.
 - b. Enforce Young Adult Room Use policy.
 - c. Seek permission to submit special programs for inclusion on Daily Announcements at Frontier Regional School.
 - d. Work with North Star to reach out to teens, establish programs, and support their projects.
- B. Continue to present regularly scheduled, quality art exhibits in the Lane Reading Room.
- 1. Publicize art exhibits in all local media.
 - 2. Publicize exhibition opportunities.
 - 3. Formalize procedures for scheduling and notification of artists.
- C. Continue to provide public meeting space in Community Room, as schedule of library events allows.
- D. Develop services to support local businesses.
- a. Reach out to local business owners and employees to discover their needs.
 - b. Create resources to support local businesses.
- E. Preserve local history materials.
- 1. Investigate preservation grant opportunities.
 - 2. Evaluate the historic collection and make recommendations on overall content and retention process.
- F. Reduce Director's hours at circulation desk, to enable pursuit, by Director, of above stated goals and objectives.

III. Continue to develop and maintain a dynamic collection which meets the recreational, informational, and educational needs of the community.

- A. Present a collection that is appealing and well organized.
- 1. Maximize library space to increase collection size.
 - 2. Focus on adult fiction collection development in response to library use survey.

3. Focus on DVD collection development in response to library use survey.
4. Focus on audio book collection development in response to library use survey.
 - a. Research cost, popularity, durability.
5. Continue to satisfy high demand for bestsellers in a timely fashion.
6. Perform annual weeding assessments to determine areas of need.

B. Advocate for increased materials budget.

1. Meet with Select Board and Finance Committee to present library needs.
2. Promote Adopt-a-magazine program annually.
 - a. In-library display.
 - b. Email distribution list, website and cable notice.

C. Publicize and promote C/WMARS digital collection (Overdrive) and Commonwealth eBook Collection of downloadable ebooks, audio books and video.

1. Utilize C/WMARS and Commonwealth eBook Collection publicity materials and bookmarks.
2. Create eye-catching link on website.
3. Schedule series of digital catalog public training sessions.

D. Showcase current library collection.

1. Mount regular themed book displays.
2. Creatively market Young Adult collection.
 - a. Invite Young Adult organized displays.
 - b. Research Young Adult marketing ideas in library literature.
 - c. Solicit teen title requests from teachers and students.

IV. Maintain and improve library technology and provide easy access to information and resources using electronic media.

A. Advocate for technology funding annually.

1. Work with Select Board and Finance Committee on budgeting issues.
2. Create schedule for technology replacements.

3. Apply for Capital Funding to replace technology annually.
 4. Use funding to improve speed of the Library's WiFi.
- B. Maintain the current number of public access computers.
1. Replace circulation desk hardware every three years.
 2. Rotate old circulation computers to public areas.
 3. Research grant opportunities for upgrading technology.
 4. Maintain up-to-date computer inventory list.
 5. Coordinate children's software offerings with elementary school software.
- C. Increase access to developing technologies.
1. Purchase iPad tablets for patron use.
 2. Publicize eReaders and tablets.
 3. Ensure staff receive adequate training in emerging technologies.
 4. Keep abreast of new technologies offered by other libraries and investigate usefulness in Sunderland community.
- D. Publicize expanded online reference database offerings.
1. Distribute information to schools
 2. Send notification to Sunderland Elementary School newsletter.
 3. Publicize on cable access, Library website, and signage at computers.
- E. Review website for ease-of-use and potential enhancements annually.
1. Post photographs of library news and events.
 2. Maintain list of upcoming library events.
- F. Review social media for ease-of-use and potential enhancements annually.
1. Investigate new Social Media outlets.
- G. Provide basic online catalog workshops on:
1. Creating a library account.
 2. Placing holds.
 3. Downloading audio books and ebooks.

V. Increase the visibility of the Library in the community.

A. Improve public awareness of the Sunderland Public Library, its programs and services.

1. Design targeted library brochures that are appropriate for distribution at various organizations and events.
 - a. Distribute to town businesses, daycare centers, community institutions.
 - b. Send to new residents.
 - c. Investigate sending with town census
2. Include library logo on all promotional materials.
3. Market library website.
 - a. List website address on all library materials.
4. Increase size of email distribution list.
 - a. Actively solicit new members at circulation desk.
 - b. Encourage all new cardholders to join list.
 - c. Consider inducements such as advance notice of pre-publication purchases to distribution list members.
5. Initiate town-wide library card campaign annually.
6. Coordinate with FCAT to film library programs.

B. Publicize news and events as widely as possible.

1. Send to all local media.
2. Flyers in Library and on Community Bulletin Boards throughout Sunderland.
3. Staff “hand-selling” programs.
4. Website listings.
5. Library calendar.
6. Email distribution list.
7. Send flyers to FCAT to be displayed on their channel.
8. Flyers in local businesses.
9. Notice to Sunderland Elementary School newsletter.

C. Increase cooperation and coordination with Board of Selectmen.

1. Meet with Selectmen quarterly to provide update on the Library.
2. Create ongoing discussion about library financial needs.
3. Support Selectmen on Town projects.

D. Increase cooperation and coordination with Sunderland Elementary School.

1. Meet with principal.
 2. Meet with school librarian/technology specialist.
 3. Arrange class visits to library.
 4. Propose reciprocal website links.
 5. Continue joint fundraising opportunities with PTA.
- E. Increase cooperation and coordination with Frontier Regional School.
1. Meet with principal.
 2. Propose collaboration by hosting Frontier talent: young poets and artists.
 3. Meet with school librarian.
 4. Continue Summer Reading book loans.
- F. Increase cooperation and coordination with North Star.
1. Meet with leaders.
 2. Host outreach session to promote library services to their teens.
 3. Share event flyers.
 4. Learn about classes each semester and offer resources to support those classes.
- G. Increase cooperation and coordination with South County Senior Center.
1. Meet with Director.
 2. Attend Senior Center events for direct outreach.
 3. Solicit program and service recommendations from seniors.
 4. Share event flyers.
- H. Develop partnerships with other town organizations.
1. Encourage Trustees and Friends of the Library to represent Library interests on other town committees.
 2. Enlist Trustees to visit community groups.
 - a. Woman's Club
 - b. Men's Club
 - c. Swampfield Historical Society
 - d. PTO
- I. Maintain close ties and open communication with Friends of the Library.
1. Library Director and Trustee Liaison will attend monthly Friends of the Library meeting.

VI. Ensure efficient governance and financial security of the Sunderland Public Library.

- A. Continue to inform the Personnel Committee, Finance Committee and Select Board about the benefits of library services and operations. Ongoing.
- B. Trustees will conduct a self-evaluation exercise.
- C. Trustees will attend regional workshops and seminars.
- D. Trustees will research fundraising options.
 - 1. Establish a Fundraising Committee.
 - 2. Library Foundation.
 - 3. Annual Fund.
 - 4. Coordinate fundraising goals with long term goals.
 - 5. Coordinated fundraising with Friends of the Library.
 - 6. Donation opportunities to be publicized.
 - a. Opportunities for bequests, planned giving, etc. posted on website.
 - b. Create a brochure of fundraising opportunities.
 - c. Create a process for tracking donor restricted funds.
- E. Trustees will review Library By-laws annually and update as needed.
- F. New Trustees will receive an orientation packet.
 - 1. Create packet to include:
 - a. Library Policies.
 - b. Massachusetts Public Library Trustees Handbook.
 - c. Library Bill of Rights.
 - d. Current Library budget.
 - e. Previous Trustee meeting minutes.
- G. Trustees will advocate for an increased library budget that supports all previously stated goals.

APPENDIX: SURVEY AND RESULTS

Community Planning Survey

Sunderland Public Library

1. Where do you live?

- Sunderland**
- South Deerfield**
- Deerfield**
- Montague**
- Leverett**
- Hadley**
- Amherst**
- Greenfield**
- Conway**
- Other (please specify) _____**

2. What age ranges are represented in your household?

- 0 – 10**
- 11 – 18**
- 19 – 40**
- 41 – 64**
- 65+**

3. Which libraries do you visit?

- Sunderland Public Library**
- Amherst Libraries**
- Tilton Library (Deerfield)**
- Greenfield Public Library**
- Goodwin Memorial Library**
- Forbes Library (Northampton)**
- Montague Libraries**
- Other (please specify) _____**

(More questions on next page)

4. How often do you visit the Sunderland Public Library?
- Multiple times per week
 - Once per week
 - A few times per month
 - Once per month
 - A few times per year
 - Never
 - Other (please specify) _____
5. Why do you visit the Sunderland Public Library?
- Check out books, DVDs, and other materials
 - Attend programs
 - Use computers, photocopier, or other technology
 - Open community space
 - Helpful and friendly staff
 - Convenient hours
 - Other (please specify) _____
6. If you don't visit the Sunderland Public Library often, please let us know why.
- Hours are not convenient.
 - Books, DVDs, and other materials I want are not available.
 - Space is uninviting or uncomfortable.
 - Staff are not helpful.
 - Technology does not meet my needs.
 - Programs offered do not interest me.
 - Other libraries meet my needs.
 - Other (please specify) _____
7. What would you like to see more of at the Sunderland Public Library?
- More books/DVDs/other materials.
 - More children's programs.
 - More programs for teens.
 - More programs for adults.
 - More technology.

- **Other (please specify)** _____

(More questions on next page)

8. Are there any changes the Sunderland Public Library should make?

9. What is your favorite thing about the Sunderland Public Library?

Thank you for completing this survey! Please leave your name and phone number or email address for a chance to win a \$20 gift certificate to the Millstone Market in Sunderland. The winners will be selected on July 15th.

COMMUNITY PLANNING SURVEY RESULTS

100 total responses (66 in-person, 34 online).

Question 1: Where do you live?

Sunderland: 58

South Deerfield: 14

Deerfield: 0

Montague: 12

Leverett: 2

Hadley: 2

Amherst: 2

Greenfield: 2

Conway: 4

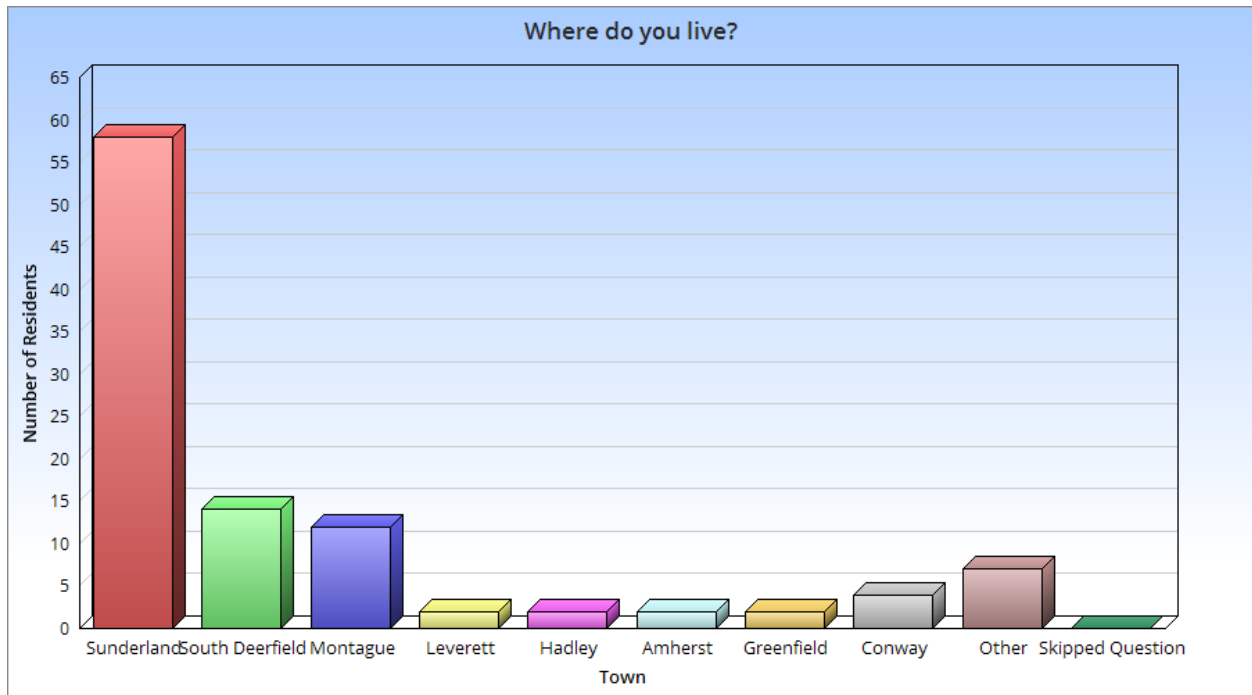
Other: 7

Comments:

South Deerfield & Conway.

Hatfield.
 Orange.
 Bernardston.
 Sunderland & New Orleans.
 Worthington.
 Hatfield.

Skipped Question: 0



Question 2: What age ranges are represented in your household?

0 – 10: 27

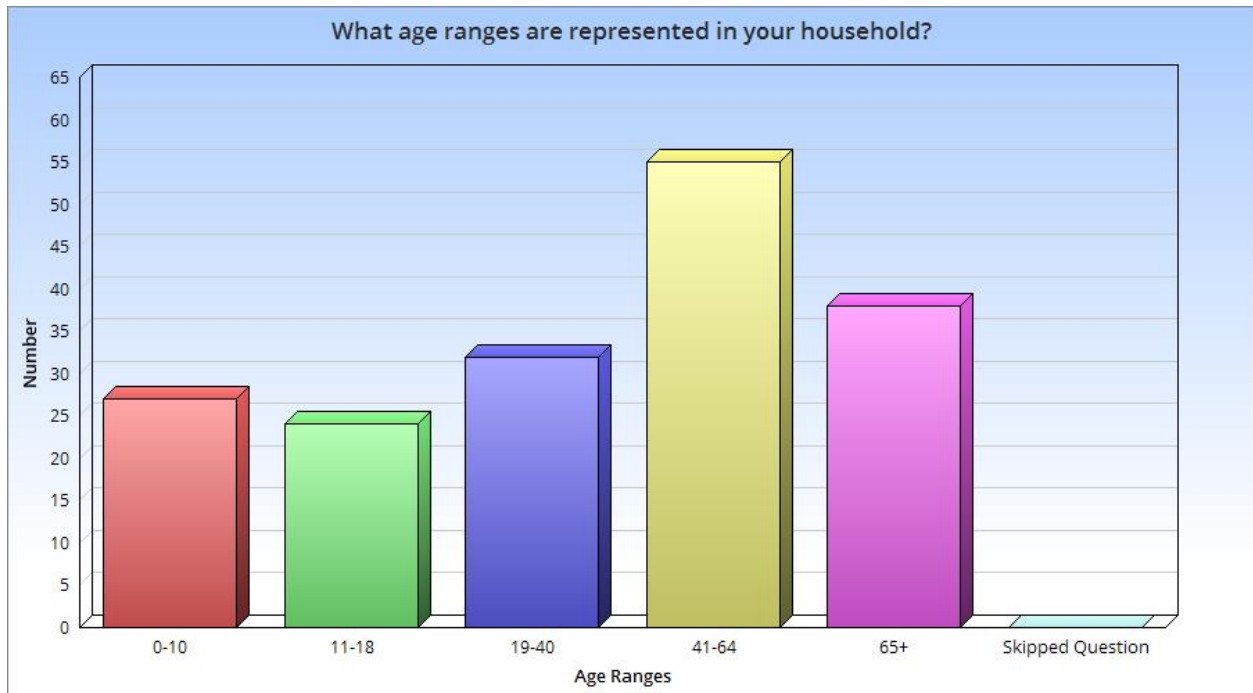
11 – 18: 24

19 – 40: 32

41 – 64: 55

65+: 38

Skipped Question: 0



Question 3: Which libraries do you visit?

Sunderland: 100

Amherst Libraries: 42

Tilton Library (Deerfield): 26

Greenfield Public Library: 22

Goodwin Memorial Library (Hadley): 3

Forbes Library (Northampton): 21

Montague Libraries: 11

Other: 11

Comments:

Conway.

Hatfield, Conway & Shelburne Falls Libraries.

Holyoke, South Hadley & Northfield.

Lilly Library (Florence).

Orange & Athol.

Shutesbury.

Leverett.

Leverett.

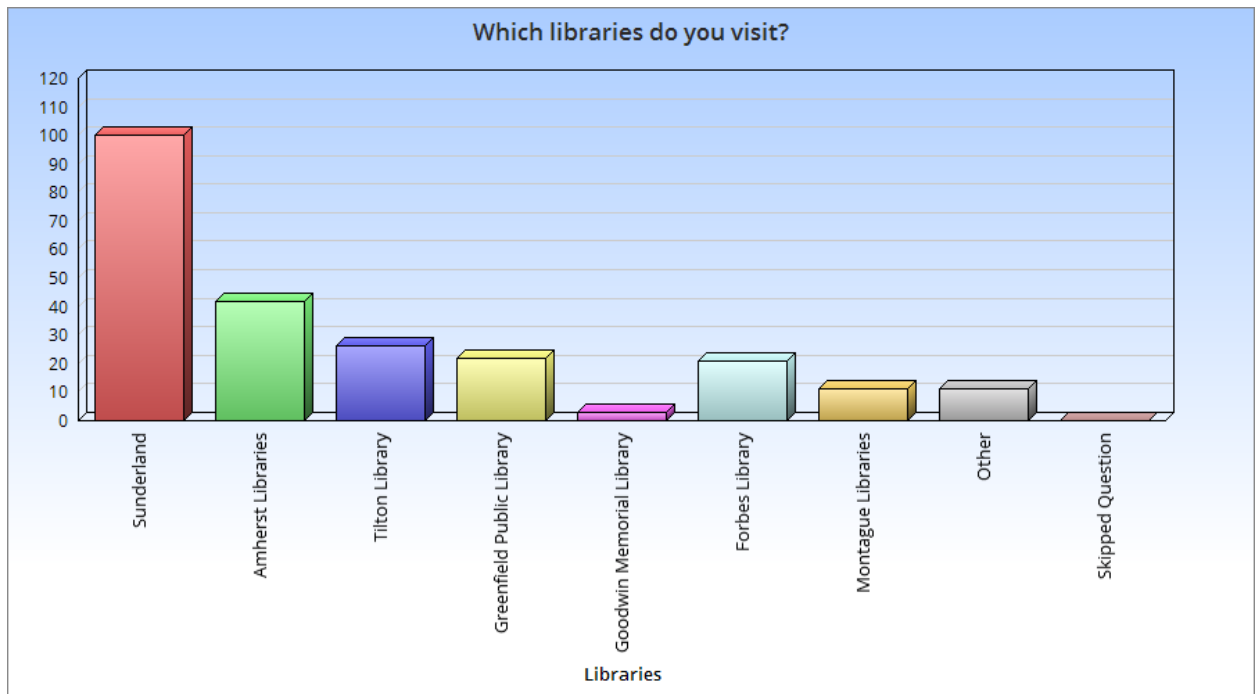
Lilly Library (Florence), Williamsburg, & Westhampton.

Leverett.

Westhampton.

Whately.

UMass & Amherst College.



Question 4: How often do you visit the Sunderland Public Library?

Multiple times per week: 26

Once per week: 22

A few times per month: 36

Once per month: 4

A few times per year: 10

Never: 2

Other: 1 (First time today!)

Skipped Question: 1



Question 5: Why do you visit the Sunderland Public Library?

Check out books, DVDs, and other materials: 93

Attend programs: 52

Open community space: 9

Use computers: 39

Helpful and friendly staff: 60

Convenient hours: 45

Other: 13

Comments:

Play space for my child & lego club.

Movie night and other free things to do with my family.

It's such a friendly, sunny, and comfortable place in the winter & it's close to home. It feels like a second family. Cool and

educational in the summer months to prevent regression of learning, fun.

Very often convenient and nearby too.

Friendly children's room.

Good used books for sale.

On my way home from work.

Nice place to see people and visit.

Concerts.

Music.

My son likes to play with the toys and read books in the children's section.

I love the Qigong class and Memoir Writing Class.

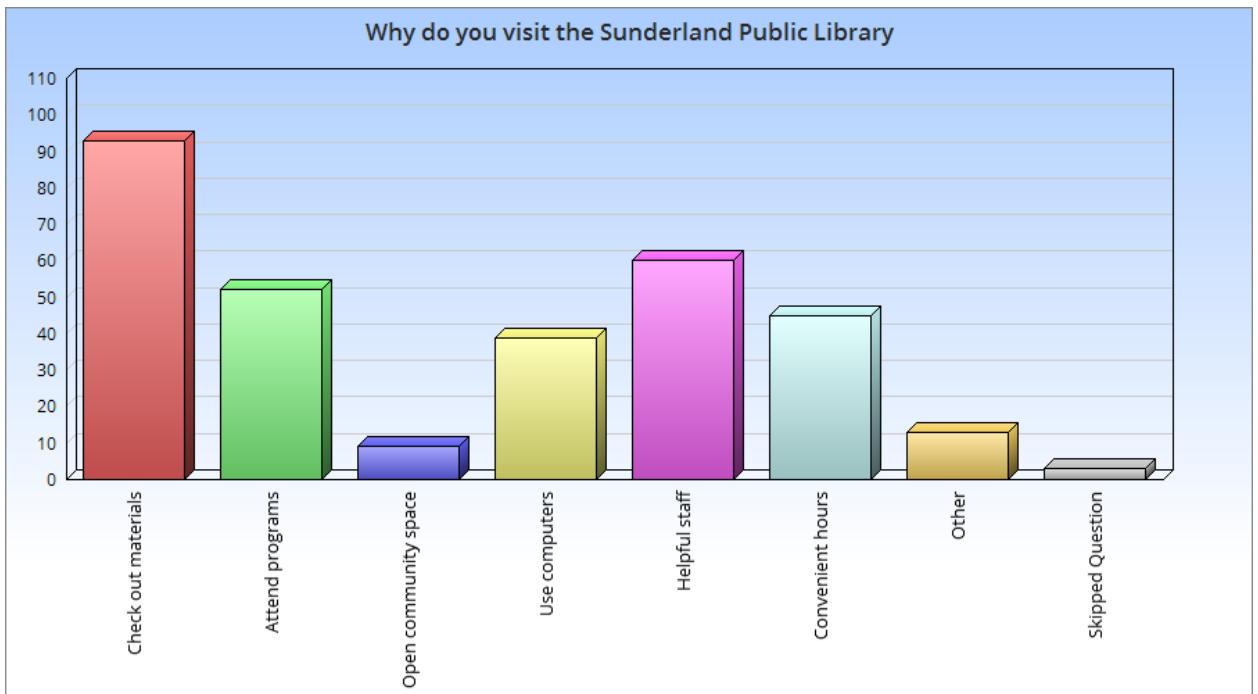
Makes me feel like part of the community.

I'm a member of the Friends and I check for donations.

Friday coffee and conversation.

Sending faxes.

Skipped Question: 3



Question 6: If you don't visit the Sunderland Public Library often, please let us know why.

Hours are not convenient: 3

Books, DVDS, and other materials I want are not available: 1

The space is uninviting or uncomfortable: 0

The staff are not helpful: 0

Technology does not meet my needs: 1

Programs offered do not interest me: 3

Other libraries meet my needs: 4

Other: 13

Comments:

I use C/WMARS a lot and Sunderland is my deliver-to library.

I don't always need the library's resources as I work in a school.

I live in Amherst.

Not a need.

I got super busy. I would like to use it more.

Not enough time in the day.

I live far away and only visit when I am in the area.

Sometimes the library is loud and it's hard to study.

I was not aware there was a public library.

The former director was not friendly and very aloof.

We live in Montague center two minutes from the library.

Skipped Question: 84



Question 7: What would you like to see more of at the Sunderland Public Library?

More books, DVDs, and other materials: 26

Comments:

More current DVDs.

More audiobooks.

Music CDs.

More books.

More DVDs.

More children's programs: 17

Comments: even though you already have lots –keep it up!

More programs for teens: 18

More programs for adults: 29

Comments:

Nice space for music: little concert series?

Chess club

Self-help classes, meditation, etc.

“What I did on my summer vacation” program.

More technology: 4

Other: 13

Comments:

Love family programs! Kids, teens, and adults! Current DVD movie night, book to movie, etc.

Really, you're fine as you are!

CDs and a quiet, well-lit adult reading room (no talking).

All fine as now.

Happy with the library!

I would like to see more books on CD – books that are of higher literary importance or stature, not just popular.

More programs for pre-teens 10 – 12

More hours during the summer.

Books sorted by genre! I love sci-fi and have a hard time finding them.

Local artwork.

More new science fiction books on CD.

Lessons on how to use current technology such as borrowing eBooks.

Book discussion groups.

Open on Sunday and Thursday (especially Sunday).

Not sure- I need to stop in.

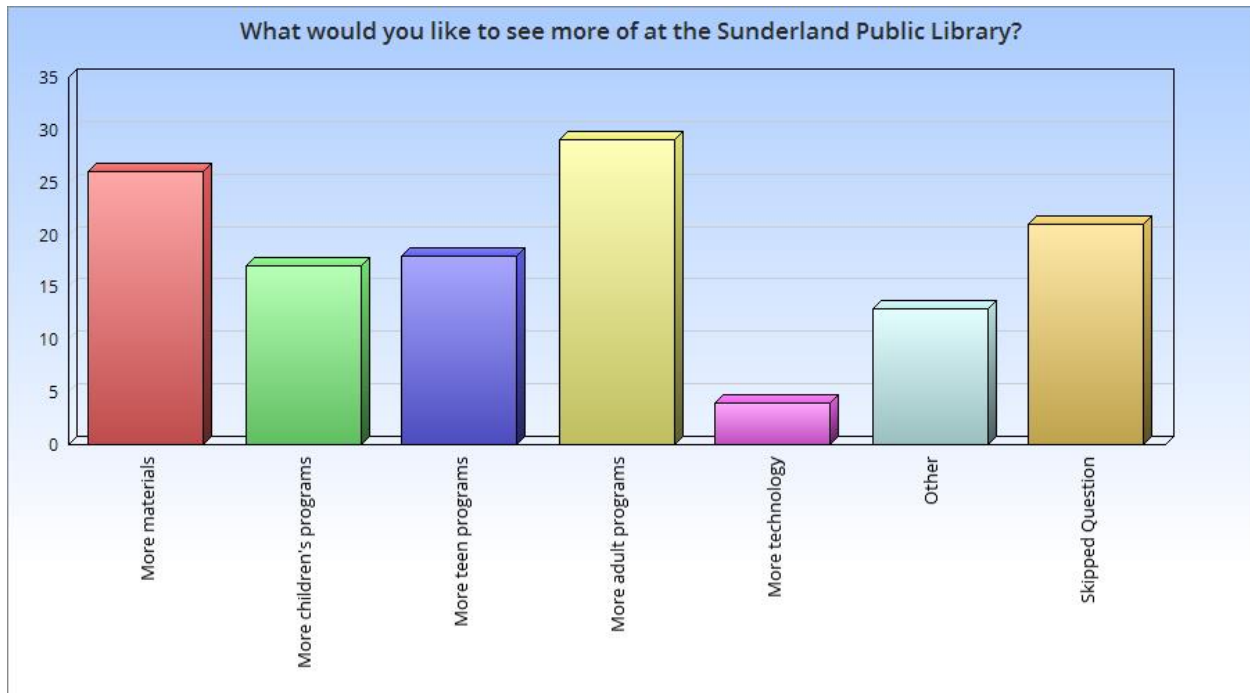
Book discussion groups that are of a higher intellectual caliber, and also more books that are academic. The film discussion group would be better if they dealt with a higher level of culture.

Skipped Question: 21

Comments:

All good now.

ILL supplies everything SPL might not have.



Question 8: Are there any changes the Sunderland Public Library should make?

- With the library closed on Thursday I think you should consider having the library open earlier on Wednesday and be a full day. Some of us work unusual hours and when you open at 1 some of us are off to work at that time and will not be out before you close.
- Voices at the check out counter and info desk can be loud throughout the library at times. That area isn't carpeted and so sound is amplified. Any chance there could be area rugs or something else that might make that area less noisy? Also, advertising the Kindle rentals (and Nook? I don't remember...) and providing info about how they work would be great.
- Add more adult programs/activities.
- No!
- I don't feel any changes should be made?
- Nothing important for our family. More lawn concerts would be great! Or more children's concerts any time of the year.
- Advertising events at least three months out.
- I can't think of one!
- Music CDs and a quiet, well-lit adult reading room with no talking.
- Offer more current DVDs. No cell phones.
- I would close on Tuesday and open on Thursday (I realize that what works for my schedule doesn't work for everyone).
- During the summer more earlier day time hours.
- No.

- I am very happy with the service my family receives at Sunderland library.
- Move specific sections such as sci-fi and fantasy.
- No.
- Literary contests. Poetry month is April.
- Technology classes.
- No.
- Love it!
- No.
- The two new book islands are not senior friendly. To see the bottom row you have to bend too far down or get on your hands and knees if at all. They should be reaised up about 1.5 feet.
- It's probably a challenge to do, but I'd love it to be open on Sundays in the winter! Also programs for younger kids in the late afternoon on weekends so working parents can take them.
- I would love to see more programs for ages 8 – 12. My kids are a little too old for some of the children's activities, but not old enough to participate in the teen activities.
- Suggestion, not a change: either the library itself or the Friends could offer good quality canvas bags as a fundraiser. I have seen this done at a similarly sized library in Rangeley, Maine with great success. Maybe one of our local artists could provide a reproducible sketch.
- I love this library. Organized, friendly, beautiful building.
- More books on pain management. You only have one and so many are suffering.
- I love it just the way it is.
- It is a little difficult to figure out the organization of the adult section. Is there a descriptive map?
- Movie nights for adults.
- Open six days!
- No, everything seems great.
- There are too many Tom Clancy, James Patterson, and Danielle Steele books. This is a college area and it would be nice to see less of these writers and more books that come from an international literary knowledge base.
- Maybe more areas for quiet reading, comfy chairs.
- I wish it could be open six days a week.
- Instruction in Mac computers.
- I wish there was a way to make it quieter, so that in the adult reading area you didn't have to hear the front desk conversations.
- More hours.
- Dance and movement programs integrated with books.
- Fix the squeaky wheels on the rolling carts! I have an extra can of WD-40 if that would help...
- You're doing wonderfully. I just wish we could pay you all more.

- Adult lectures! How about professional storytellers to tell ghost stories on Halloween, Revolutionary War stories at Independence Day, etc? Local professors (who may come cheap if you let them sell their books) presenting short lectures on whatever they think might interest the general public? It doesn't have to be controversial. Family friendly "wine and cookies" less and canvas night – all the events are either not kid friendly or too basic for adults.
- No it's very nice.
- Please keep bestsellers in stock!
- More local author visits
- New books series for kids.
- It would be nice to be able to visit the library before going to work in the morning, at least once a week.
- I'd like to see a book club that discussed classic books and/or books that may have been banned in the past.

Skipped Question: 49

Question 9: What is your favorite thing about the Sunderland Public Library?

- The open and welcoming atmosphere.
- Lots of activities throughout the year and friendly staff!
- Great feel of community, all ages participating, and just a wonderful place to be!
- Friendly staff- comfortable feeling – good book selection and arrangements to get books from other libraries.
- The events and variety of books.
- The staff.
- Hours, friendly knowledgeable staff, the space and environment. Café. Programs, computers, etc.
- Staff are very knowledgeable about library programs offered throughout MA. Good selection of DVDs, books, digital books, and other media for both children and adults.
- In addition to being a warm and welcoming space, SPL is incredibly convenient for our family – location, hours, and resources.
- The entire staff is extraordinary in every way. Thank you!!!
- Has a great vibe – and light and airy ambiance. Also like the plethora of books and things near the entrance.
- The building/space and staff.
- The location, convenience, the quiet atmosphere, friendly staff. Great selection for a small library!
- Amazing story time with Kelly. Also, we love that the kid's room is a separate wing.
- The staff, the variety of community programs, cleanliness and inviting environment. Special area for teen books.

- That it is in Sunderland.
- We love it all. Materials, people – also that it is a love stress “free” library.
- WONDERFUL STAFF!
- Friendly, personable, helpful staff. DVD collection.
- Temperature being cool on hot days. Movies are easy to check out. Beauty of the wood doors/benches. Nice staff.
- People who work here. They are great.
- Space and staff members.
- Great library and great computer resources for those of us who have none. Great staff.
- I know it’s not helpful, but I think you are doing GREAT!
- I can walk there. If something is not available in Sunderland, I can request it online and it will arrive fairly soon.
- Great staff!
- Convenient location and hours!
- Beautiful space.
- Friendly staff, clean, well-kept library. Convenient hours.
- The staff is very helpful!
- Variety; welcoming; nice space and atmosphere.
- A quiet gathering place with amicable staff.
- The staff is always helpful
- Close by. Great staff.
- Kelly Daniels-Baker and her great service.
- It is welcoming and has a lot to offer.
- The puzzles are nice.
- Interlibrary loans.
- Nice, large space.
- No late fees.
- Helpful, friendly staff.
- The amazing American elm.
- There are a lot of books.
- Staff and book selection.
- Comfortable space. Lovely staff, but not enough book titles.
- Welcoming space and staff. Puzzles!
- It is a warm and friendly environment and there is always a good selection of new books.
- It’s a beautiful space and the children’s section is open and fun. We’ve tried other libraries but Sunderland is the best! The book selection is also excellent. I can almost always find the books I want there. The concerts in the summer are fantastic too.
- The staff is always so helpful, personable, and knowledgeable. The library is a wonderful part of the community.

- It's the complete package of great space, great staff, great books! I think you're doing things right! I grew up hanging around libraries as a kid and 60+ years later I find this one to be the best ever! If I ever retire, I'll hand around even more.
- Everything.
- I can't name one thing. Classes, selection of books, movies, audio, and magazines!
- Friendly staff and welcoming atmosphere.
- We all feel so lucky to live in a small town that has a big town library. It is a beautiful building in a convenient location. There are lots of community activities there and the library is a comfortable place to sit and read or just browse. The staff are always friendly and helpful.
- The programming like today: Mike the Bubble Man, and Friday's concert. Also the staff here are very nice.
- Friendly staff, library is inviting, and the assortment of books, DVDs, etc.
- Book selection and children's programs.
- The staff! Also the book sales, the parking lot, and the big tree behind the library.
- My favorite thing is that the librarians are so nice and helpful.
- Friendly staff, inviting building layout, art.
- 1. Everyone is very helpful and friendly. I feel comfortable and welcome there. 2. I like the interlibrary loan system. 3. I always check the new books display. 4. We borrow a lot of DVDs. I know everyone is moving towards streaming, but we still like to put a DVD on for home entertainment. 5. I like the active children's programming. What a great resource for the community!
- Staff is great, interlibrary loan is amazing, lots of parking.
- So many! Easy parking, computers usually available, great collection, friendly, knowledgeable staff. You do a fabulous job of organizing and promoting programs.
- The willingness and friendliness of the staff. The atmosphere is welcoming and respectful of everyone.
- Love the community movies, reading, and science programs. Very comfortable, clean pleasant environment.
- Great kids books. Great programs – Sheep in a Jeep and summer concerts.
- So welcoming and very professional staff. A fantastic collection, and great for kids.
- Kelly! Great YA section.
- The feeling of freedom in the space. And we make a lot of noise during our coffee hours on Friday.
- The staff! They take good care of me!
- The staff and the convenience.
- I love all of the programming. The library has become our defacto community center, and it's a big positive factor in the livability of Sunderland.
- The evening hours, the great staff, the unusual programs, the welcoming atmosphere. But you need more books. But they do come in quickly when ordered. But there are so many books that are not available in the system.
- Well maintained, friendly, helpful staff, plenty of space.

- The kind staff and the lovely space.
- If I have any questions the staff is more than willing to help and they make the library a comfortable, friendly place to visit, browse, read, and use the computer.
- Convenient hours, friendly staff, new fiction and non-fiction sections.
- Staff are very friendly, helpful, and knowledgeable.
- The staff. Everyone is really nice, professional and I am certain that they work very hard to make the library as great as it is.
- It's big and quiet.
- Helpful staff and borrowing from other libraries.
- The staff.
- The library has a wonderful children's library and children's programs. I find the library very accommodating.

Skipped Question: 15

IN-PERSON SURVEY

For Library Users:

1. How do you use the library?
2. Are there any services or programs that the library does not offer that you would like to see?
3. What is your least favorite thing about the library?

For Non-Library Users:

1. Have you ever used the Sunderland Public Library? If so, when? If not, do you visit other libraries?
2. Is there something that the library could offer you and your family that would entice you to visit the library?
3. Where do you find out about events happening around town?

Respondent #1 – Library User

1. I attend coffee hour and check out books for my grandchildren. I also check out DVDs and enjoy special programs for children and adults.
2. Probably not.
3. You're not open on Sunday.

Respondent #2 – Non-Library User

1. Yes, though rarely.
2. It's too noisy. Noise from the front of the building carries all the way to the back.
3. I don't!

Respondent #3 – Non-Library User

1. Not too much. Sometimes I use the Jones Library.
2. More adult events on weekends.
3. I receive the Sunderlender, but that is mostly for kids.

Respondent #4 – Non-Library User: Respondent did not respond to specific questions, but was very concerned that the library does not have a password on the free WiFi. Respondent will not use an insecure system.

Respondent #5 – Library User

1. I mostly check out books and use the ILL.
2. More programs for adults and seniors, especially computer lessons on specific programs like Photoshop.
3. No, you do a great job.

Respondent #6 – Library User

1. I check out books.
2. No, you're doing great.
3. There are no private reading spaces.

Respondent #7 – Non-Library User

1. I use the Greenfield Public Library on occasion.
2. Story hour for kids. Do you have DVDs?
3. I don't really keep up with what is happening around town.

Respondent #8 – Non-Library User

1. I go to Tilton Library sometimes.
2. I can't think of anything.
3. Newspapers.

Respondent #9 – Non-Library User

1. No.
2. I don't have time.
3. I read the Recorder and Gazette newspapers.

Respondent #10 – Non-Library User

1. I went there with my grandkids when they were younger.
2. Nothing. You do a great job. I read very slowly and so I buy books.
3. I'm on the library's email list.

Respondent #11 – Non-Library User

1. No, I don't know where it is.
2. No, I'm a UMass student and I use the libraries there.
3. From friends or the internet.