



**TOWN OF GRAFTON**  
GRAFTON MEMORIAL MUNICIPAL CENTER  
30 PROVIDENCE ROAD

GRAFTON, MASSACHUSETTS 01519  
(508) 839-5335 ext 1100 • FAX (508) 839-4602  
[www.grafton-ma.gov](http://www.grafton-ma.gov)

**BOARD OF SELECTMEN  
MEETING**  
March 1, 2016  
Municipal Center, Conference Room A  
7:00 p.m.

**CALL TO ORDER**

**ANNOUNCEMENTS**

**1. SCHEDULE**

- a) [Library - Long Range Plan – Beth Gallaway](#)
- b) [One Grafton Common Update \(Including Boulevard\) – Andy Deschenes](#)
- c) [Grafton Flea Market – Review of Updated Plans-Continuance of Liquor License](#)

**2. APPOINTMENTS**

**Town Administrator**

[Paul Farrar – Full Time Custodian](#)

**Board of Selectmen**

Election Workers - Cecile Bergin  
Jeanne Ducasse,  
Bernadette Warwick  
Joann Brennan

**3. RESIGNATIONS**

[Valerie Evans – Library Assistant](#)

[Deborah Kochevar – Affordable Housing Trust](#)

**4. NEW BUSINESS**

- a) [One Grafton Common -Suburban Group - Rent Relief](#)

- b) [Vote to Sign Traffic Signal Improvements Agreement with MassDOT \(North Main Street at Worcester Street\)](#)
- c) [Vote to Deficit Spend for Snow and Ice](#)
- d) [Vote to Sign Contract with VHB for 2016 Road Rehabilitation Structural Analysis](#)

## **5. SELECTMEN REPORTS / TA REPORTS**

- a) [FY17 Budget](#)

## **6. CORRESPONDENCE**

## **7. DISCUSSION**

- a) [Update on Information Requested by the Board of Selectmen Regarding 206 Worcester Street](#)

## **8. MEETING MINUTES**

### **EXECUTIVE SESSION**

MGL Chapter 30A, Sec. 21(3)

Litigation Update

Litigation Strategy

Union Negotiations

Land Negotiation

Non Union Negotiations

Strategy for Negotiations

Minutes

### **ADJOURN**

Beth Gallaway will present the Grafton Public Library Strategic Plan 2016-2020.

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020



Beth Gallaway, Library Director  
Sunny Vandermark, Consultant

## Grafton Public Library

### Board of Trustees

Doug Bowman, Chair  
Gary Beauchamp  
Marilyn Cusher (Trustee Liaison)  
Carrie Hogan  
Diane Libbey  
Dana Wilson  
Cyndi Zarriello

## Long Range Planning Committee

Heidi Cadman  
Marilyn Cusher  
Ken Geurtin  
Justin Hollander  
Susan Leto  
Beverly Mara  
Judy Meichelback  
Carol Sotiropoulos  
Gina Sudol  
Gwen Sudol  
Aaron Swartz  
Carol Ziemba

## Library Staff

Sarah Banister  
Donna Bates-Tarrant  
Allison Cusher  
Valerie Evans  
Heidi Fowler  
Eileen LeBlanc  
Susan Leto  
Lee McCulloch  
Jennifer McNeil  
Janice Parise  
Elizabeth Patch  
Suzanne Witham  
Marilyn Wilcox

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## THE LONG RANGE PLANNING PROCESS

A Long Range Plan is a written document that provides goals, measurable objectives and specific activities for Library staff to carry out. Strategic planning is not new; it is a routine part of running a successful Library, and considered to be a standard of best practices in library management.

A Long Range Plan spanning five years is required by the MA Board of Library Commissioners (MBLC) for any library that wishes to apply for grant funding.

The Long Range Plan is reviewed annually at the September meeting of the Board of Library Trustees, and the Library Director must update a plan of action for the Library and send it to the MBLC each December.

As the current Long Range Plan expires in December 2015, it's time to see where we are going, next!

In January 2015, the Library Administration put out a call for Grafton residents to volunteer to serve on a diverse planning committee to assist in setting Library service priorities for the next five years for the Grafton Public Library. The Committee included tweens to seniors, liaisons from the Friends, Trustees, and staff, and men and women.

Participants committed to attend two focus group meetings, scheduled for 8:30AM-12 noon at the Library (35 Grafton Common, Grafton MA) on Saturday February 28 and Saturday April 25. Staff participated in a SOAR exercise with Sunny on March 20, 2015.

The meetings were facilitated by Library Consultant Sunny Vandermark. Agenda items included defining a vision for the community served by the Library, brainstorming, and conducting analysis of the Library's Strengths, Opportunities, Aspirations and Results.

Attendees were provided with the 2010-2015 Long Range Plan, an FY16 Action plan, a review of goals that had been accomplished to date, the Library's 2014 Annual Report as presented to the Town of Grafton, and meeting minutes.

All documents were posted online at <http://graftonlibrary.org/home/about/lrp/> during the planning process. Members of the community were also invited to participate and comment, and staff reviewed the YES Log, NO log, and suggestion box, and MBLC Library Satisfaction survey results for ideas as well. Some of the discussion centered on the need for a facility to adequately serve the population, and Visit a Comfortable Place emerged as the leading service focus for 2016-2020.

Ultimately, the Long Range Planning Committee selected SIX service roles for the next 5 years.

## GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

1. **Visit a Comfortable Place: Physical and Virtual Spaces.** Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
2. **Satisfy Curiosity: Lifelong Learning.** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
3. **Stimulate Imagination: Reading, Viewing, and Listening for Pleasure.** Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.
4. **Create Young Readers: Early Literacy.** Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
5. **Know Your Community: Community Resources and Services.** Residents will have a central source for information about the wide variety of programs services, and activities provided by community agencies and organizations.
6. **Celebrate Diversity: Cultural Awareness.** Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Goals are addressed through strategic focus on Library collections, services, marketing and facility. Draft goals were shared with the committee, staff, Trustees, Friends, Board of Selectman, Town Administrator and Assistant Town Administrator, as well as publicly, and comments were integrated into the final draft.

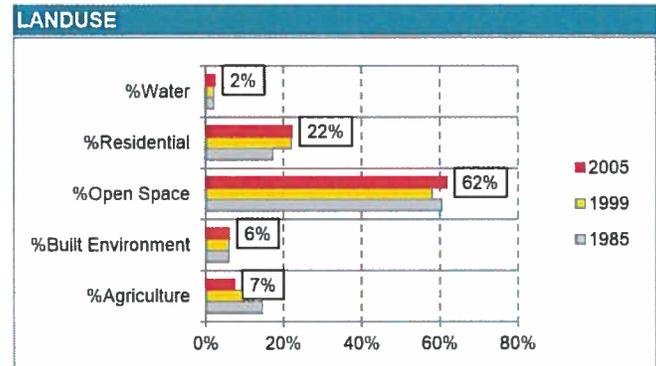
Thank you so much to all who provided feedback, and to the Grafton Public Library staff, Grafton Public Library Board of Trustees, and the Friends of the Grafton Public Library, as well as the Long Range Planning Committee: Heidi Cadman, Marilyn Cusher, Ken Geurtin, Justin Hollander, Susan Leto, Beverly Mara, Judy Meichelback, Carol Sotiropoulos, Gina Sudol, Gwen Sudol, Aaron Swartz, Cyndi Zarriello, and Carol Ziemba.

## A CONCISE HISTORY OF THE LIBRARY AND ITS COMMUNITY

### GEOGRAPHY

Grafton is located in Worcester County in Central Massachusetts, about nine miles southeast of Worcester; 40 miles west of Boston; 40 miles northwest of Providence, Rhode Island; and 182 miles from New York City. Neighboring towns include Upton and Westborough on the east and northeast, Shrewsbury on the north, Worcester on the northwest, Millbury on the west, Sutton on the southwest, and Northbridge on the South.

Grafton has a total area of 23.27 square miles with land making up 22.74 square miles; the remainder is water. Over 60% of Grafton is open space, including Town owned land, public parks, state parks and Grafton Land Trust property. Water features include a town beach (Silver Lake) and a recreational lake (Lake Ripple) for skating, boating and fishing.



Source: MassGIS

### THE TOWN



Grafton was founded by 40 families and incorporated as a town in 1735. Grafton has a town meeting style government with a Town Administrator and an elected Board of Selectmen. Still a relatively small town, Grafton has an attractive and historic Town Center, three traditional villages, and tremendous natural resources. The Blackstone River and its numerous tributaries, along with significant open space, make the Town a scenic community of the type commonly associated with traditional New England values. The Town Common, established in 1738, contains a picturesque gazebo and is utilized for events by many

community organizations.

Grafton has been at a crossroads for several years. A new exit added to the Turnpike in Millbury brings increased traffic to the area; the Massachusetts Bay Transit Authority has opened a commuter rail station in Grafton; and CenTech Park and its neighbor Tufts University School of Veterinary Medicine are creating opportunities for significant growth in the areas of manufacturing, biotechnology, and research. In fact, Centech Park is at the top of the priority list for the Blackstone Valley Prioritization Project.<sup>1</sup>

In addition, Greater Boston Metropolitan area westward migration has reached beyond Route 495. Due to the excellent schools, small-town feel and prime location, population has been increasing 19% annually over the last several years. One only has to look at the time it takes to get down route 140, a single lane road with multiple traffic lights, between 3-7pm on weekdays to get an indication of the impact of the population increase on Town infrastructures such as roads.

<sup>1</sup> CMRPC. *Blackstone Valley Prioritization Project: Final Report*. 2012.

[http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc\\_resources/bvpp/BV\\_Final\\_Report\\_WEBSITE.pdf](http://www.cmrpc.org/sites/default/files/Documents/CDAP/Doc_resources/bvpp/BV_Final_Report_WEBSITE.pdf)

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

Another important resource in Grafton is the people. A high degree of community volunteerism and participation in Town government help to make Grafton special. There is a strong sensibility that Grafton takes care of its own, and the community comes together multiple times a year to celebrate events like the Apple Pie festival, July 4th Concert on the Common, Grafton Celebrates the Holidays, and school fundraisers.

## THE LIBRARY



The Grafton Public Library was established in 1866 with a \$1000 gift from Hon. Joseph Leland for purchase of books for a town Library. It was preceded by a Lyceum (held by stockholders) and a small public library in a physician's office. The Library combined titles from the Lyceum and from the Farmer's Club at the Grange. The original lending library opened January 28, 1867, and books began circulating April 24, 1867. The Library was housed in a room at Warren Block, now known as the Grafton Townhouse at One Grafton Common.

The collection of over 5,000 books soon exceeded its allotted space, and the Library was relocated from the Clerk's office to Lower Town Hall, where it remained at One Grafton Common for 43 years. Branches were opened in the public schoolhouses in the 1920s, and housed in their own buildings in the 1930s.

In 1902, a generous bequest of 100,000.00 from Jerome Wheelock designated \$90,000.00 for a Town Hall or Library. In return, Wheelock required a statue of "heroic size" be placed on the Common in return for this donation. The money did not mature until 1924; construction on the building began in 1927.

The Colonial Georgian style building was designed by Boston architect Oscar Thayer, a well-known architect of the times. The style is identified by the simple box shape of the building, a paneled front door that is centered and topped with rectangular windows (the Library has an arched window over the door as well) and capped with an elaborate crown supported by decorative pilasters (columns that stick out but are not stand-alone). The cornice (a ledge) is embellished with decorative moldings, and the first floor has large multi-paned windows. The Library also has a portico – a covered porch – at its entrance. The Library was built for a population of about 6,000 residents, and is a little over 7,000 sq. feet. In 1989, the meeting room in the lower level of the Library was turned into the Children's Room.

A renovation completed in June 2013 made part of the building accessible, with a LULA, accessible entrance, and accessible restroom. This project brought fire protection, safety and security systems up to code, as well.

In FY15, the Library served 71,761 visitors and loaned over 156,000 items. There are 43,034 items in the collection as of September 2015, and over 9,600 residents have library cards.

## STRATEGIC PLAN OVERVIEW

### **Goal I: Provide access to excellent collections of materials in a variety of formats, reading levels, and interests, for all ages**

1. Increase physical circulation by 3% annually.
2. Increase digital circulation by 5% annually.
3. Investigate and add one new collection annually, with emphasis on trend of "Library of Things."
4. Evaluate databases annually.
5. Weed all Library collections annually.
6. Utilize collection analytics annually.
7. Increase pre-literacy skills of story time participants by 25% by FY17.
8. 75% of new materials arrive shelf-ready by FY19.
9. Investigate BISAC/neighborhoods for picture books by FY19.
10. Investigate nonfiction neighborhoods for children, teens and adults by FY19.
11. Launch 1,000 Books Before Kindergarten by FY20.
12. Provide secondary support for local school curriculums in partnership with school library staff by FY20.
13. Support all foreign languages spoken at home by FY20.
14. Digitize 100% of local history items by FY20.

### **Goal II: Deliver well-rounded, patron-centric, and forward-thinking services to engage visitors from birth to adulthood.**

15. Write and seek grants for all Library needs annually.
16. Staff participate in four (4) professional development sessions annually.
17. Implement "check out an expert" service by FY16.
18. Increase outreach services to daycare/preschool by 10% annually.
19. Increase cultural programming by 10% by FY20.
20. Add adaptive technologies by FY20.
21. Increase "maker" style program (crafts, technology, coding, engineering, inventing, etc) by 10% by FY20.
22. Increase technology programming by 25% by FY20.
23. Implement a "Keep Me Safe" story time for children by FY20.
24. Develop a staff schedule that allows for community outreach, professional development and additional library programs by FY20.
25. Develop plans of service to a variety of target populations by FY20.
26. Increase volunteer program by 10% by FY20.
27. Support Grafton School District students by increasing collaboration with the Grafton Public Schools by 50% by FY20
28. Provide access to cutting-edge technologies as a service to Library visitors.

## STRATEGIC PLAN OVERVIEW CONTINUED

### **Goal III: Create loyal, enthusiastic fans of the Library that become our promoters, champions and advocates.**

29. Develop publicity materials targeted at specific audiences annually.
30. Increase social media presence by 10% annually.
31. Offer quarterly contests annually.
32. Focus on relationship building with one school and one organization per year.
33. Publish monthly column in newspaper by FY16.
34. Library and Friends become marketing partners by FY17.
35. Partner with one (1) Town department quarterly by FY16.
36. Conduct an "Every Kid A Card" campaign by FY19.
37. Participate in Grafton Community Television (GCTV) monthly by FY20.
38. Develop a Library logo and brand by FY20.
39. Promote a "Know Your Community" campaign by FY20.

### **Goal IV: Provide an up-to-date, attractive, adaptable facility that is appropriate for the size, scope and needs of our diverse community.**

40. Upgrade computers on a 3-5 year rotation, as dictated by technology needs.
41. Upgrade furniture on a 5-10 year rotation, as indicated by wear and tear, to provide comfortable, ergonomic and attractive seating for visitors of all ages and sizes.
42. Participate in Gates Foundation facilities use study by FY16.
43. Provide reliable wireless access by FY16.
44. Develop a mobile app for website by FY17.
45. Apply for 2016-2017 MA Public Library Construction Program grant by FY17, pending Town Meeting Support.
46. Add self-check workstations by FY17.
47. Investigate outdoor space to extend the Library's facility by FY17.
48. Increase Library hours by 15% by FY20.
49. Investigate a tween space by FY20.
50. Community Information is widely available on the Library's website and in the Library facility.
51. Identify meeting space for Library activities and local groups by FY20.
52. Investigate quiet study space by FY20.
53. Investigate a separate teen space by FY20.

**Goal I: Provide access to excellent collections of materials in a variety of formats, reading levels, and interests, for all ages.**

**Objective 1: Increase physical circulation by 3% annually.**

**Activities:**

- Track, evaluate and report physical circulation statistics as required by ARIS. (ongoing)  
Measure: monthly, annual, ARIS reports
- Provide support materials for all Library programs. (ongoing)  
Measure: count
- Increase book collection by 2,500 items annually.  
Measure: count, usage stats
- Increase magazine collection by two titles annually.  
Measure: count, usage stats
- Increase audio book collection by 50 items annually.  
Measure: count, usage stats
- Increase music CD collection by 50 items annually.  
Measure: count, usage stats
- Increase DVD collection by 100 items annually.  
Measure: count, usage stats
- Increase electronic media collection by 50 items annually.  
Measure: count, usage stats
- Increase kits collection—puzzles, games, and equipment with books—by 25 items annually.  
Measure: count, usage stats
- Increase equipment collection—hardware, tools, toys, technology—by 5 items annually.  
Measure: count, usage stats
- Train all staff in reader’s advisory, hand-selling, reviewing, booktalking, marketing & display. (ongoing)  
Measure: count, workshop reports, staff evaluation
- Provide a variety of displays that rotate on a weekly and monthly basis. (ongoing)  
Measure: count
- Increase scope of religion, faith, and cultures collections to reflect all points of view by FY16.  
Measure: count, usage stats
- Develop a tween collection by FY18.  
Measure: count
- Use Pinterest to promote 100% of Library displays by FY20.  
Measure: count
- Provide face-out display shelving for all collections by FY20.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

## Objective 2: Increase digital circulation by 5% annually.

### Activities:

- Track, evaluate and report digital circulation as required by ARIS. (ongoing)  
Measure: monthly, annual, ARIS reports
- Increase digital collection size by 100 items annually.  
Measure: count
- Increase digital materials allocation by 10% annually.  
Measure: count
- Evaluate databases annually.  
Measure: count
- Continue to train staff in digital resources.  
Measure: count, workshop reports, staff evaluation
- Provide on demand one-on-one eBook training. (ongoing)  
Measure: count, outcome based evaluation survey.
- Provide monthly technology petting zoo workshops to train public in eContent resources by FY16.  
Measure: count, outcome based evaluation survey
- Work with school library staff to install eContent vendor apps on student iPads, i.e. OverDrive, AXIS 360, Zinio, etc. by FY17.  
Measure: count, usage stats

## Objective 3: Investigate and add one new collection annually, with emphasis on trend of “Library of Things.”

### Activities:

- Attend Library conferences such as MLA, NELA and ALA, annually. (ongoing)  
Measure: count, report
- Add new collections as time, space and budget warrant, based on patron feedback.  
Measure: count, report
- Seek grant/gift funding for second telescope by FY16.  
Measure: count, usage statistics, grant report
- Seek grant/gift funding for second AWE by FY16.  
Measure: count, usage statistics
- Add one (1) sewing machine by FY17.  
Measure: count, usage statistics
- Add CriCut with public access by FY17.  
Measure: count, usage statistics, grant report
- Add bakeware collection by FY18.  
Measure: count, usage statistics
- Seek grant/gift funding for a VISIO book portable print enlarger by FY18.  
Measure: count
- Develop seed library by FY19.  
Measure: count

## **Objective 4: Evaluate databases annually.**

### **Activities:**

- Research, test and evaluate new databases annually. (ongoing)  
Measure: count
- Provide opportunity for staff to train in use of digital resources. (ongoing)  
Measure: count, workshop reports, staff evaluation, outcome-based evaluation survey.
- Track, evaluate and report database access statistics as required by ARIS. (ongoing)  
Measure: monthly, annual, ARIS reports.
- Devote time to electronic resources at staff development day by FY16.  
Measure: count, outcome-based evaluation survey
- Provide on demand one-on-one database training by FY18.  
Measure: count
- Feature one (1) Pro Tip for a digital resource at each staff meeting by FY18.  
Measure: count, meeting minutes, outcome-based evaluation survey
- Work with school library staff to install database vendor apps on student iPads, i.e. Access My Library (Gale) by FY18.  
Measure: count, usage stats
- Provide database training to high school by FY 19.  
Measure: count, outcome-based evaluation
- Provide one (1) database class per month by FY20.  
Measure: count, outcome-based evaluation.

## **Objective 5: Weed all Library collections annually.**

### **Activities:**

- Run monthly weeding reports.  
Measure: count
- Maintain a weeding log in each department.  
Measure: count
- Train staff in CREW/MUSTIE by FY16.  
Measure: count, outcome-based evaluation survey
- Host annual booksale fundraiser with discarded and donated items by FY16.  
Measure: count
- Investigate storage solution for retrospective collection by FY18.  
Measure: count

## **Objective 6: Utilize collection analytics annually.**

### **Activities:**

- Complete Edelweiss webinars and trainings by FY16.  
Measure: count, outcome-based evaluation survey
- Utilize Edelweiss analytics monthly to evaluation collection by FY18.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

## **Objective 7: Increase pre-literacy skills of storytime participants by 25% by FY17.**

### **Activities:**

- Provide four (4) 6-week story time sessions for babies, toddlers, and preschoolers ages 0-6, annually. (ongoing)  
Measure: count
- Develop an outcome-based evaluation survey for storytime participants by FY16.  
Measure: count
- Through Full STEAM Ahead grant, increase participant's STEAM concept knowledge by 10% by FY16.  
Measure: count, outcome-based evaluation survey
- Offer evening and weekend storytime for working parents/caregivers by FY17.  
Measure: count
- Distribute and evaluate an outcome-based evaluation survey at the end of each storytime session by FY17.  
Measure: count, outcome-based evaluation survey
- Develop a core collection of storytime resources and booklists by FY18.  
Measure: count
- Formalize dialogical reading demonstration and modeling for parents by FY20.  
Measure: count, outcome-based evaluation survey

## **Objective 8: 75% of new materials arrive shelf-ready by FY19.**

### **Activities:**

- Set up standing orders for popular authors and series by FY16. (ongoing)  
Measure: count
- Set up accounts to provide correct labels/stickers for each type of material by FY17.  
Measure: count
- Work with vendors to set up automatic shipments by FY18.  
Measure: count

## **Objective 9: Investigate BISAC/neighborhoods for picture books by FY19.**

### **Activities:**

- Weed entire picture book collection by FY17.  
Measure: count
- Set up any new labels/stickers from vendors by FY18.  
Measure: count
- Weed entire children's fiction and media collections by FY19.  
Measure: count, report
- Relocate/reassign materials by FY19.  
Measure: count, report, patron feedback
- Order signage by FY19.  
Measure: count

## **Objective 10: Investigate nonfiction neighborhoods for children, teens and adults by FY19.**

### **Activities:**

- Weed entire nonfiction collection by FY18.  
Measure: count, report
- Survey teens to determine book finding preferences by FY18.  
Measure: survey
- Set up any new labels/stickers from vendors by FY19.  
Measure: count
- Relocate/reassign materials by FY19.  
Measure: count, report, patron feedback
- Order signage by FY19.  
Measure: count

## **Objective 11: Launch 1,000 Books Before Kindergarten by FY20.**

### **Activities:**

- Establish program parameters and benchmarks by FY16.  
Measure: count
- Add titles to Library collection by FY18  
Measure: count
- Seek grant/gifts/sponsors to underwrite program incentives.  
Measure: count, grant report
- Invite daycares and preschools to participate.  
Measure: count
- Extend invitation to general public by FY19.  
Measure: count
- Extend information and invitation to new parents/parents to be by FY20.  
Measure: count

## **Objective 12: Provide secondary support for local school curriculums in partnership with school library staff by FY20.**

### **Activities:**

- Review Common Core and MA Curriculum Frameworks annually. (ongoing)  
Measure: count
- Purchase summer reading list titles annually. (ongoing)  
Measure: count
- Provide Mystery Reader support by purchasing readalouds for elementary students by FY17.  
Measure: count of booklists, staff presence as the mystery reader
- Provide curriculum resources for homeschoolers by FY18.  
Measure: count
- Purchase a variety of curriculum support materials at all grade levels by FY19.  
Measure: count

## **Objective 13: Support all foreign languages spoken at home by FY20.**

### **Activities:**

- Subscribe to ELL and Language Learning digital tools annually.  
Measure: count, usage stats
- Promote Language Learning tools as “Database of the Month” annually.  
Measure: count
- Review Grafton demographics and add materials in Hindi language by FY16.  
Measure: count, usage statistics
- Provide secondary support for students learning a foreign language in Grafton Public schools by FY18.  
Measure: count
- Begin Conversation Circles program by FY19.  
Measure: count, outcome-based evaluation survey
- Review Grafton demographics and add materials in at least 2 other languages by FY20.  
Measure: count, usage statistics

## **Objective 14: Digitize 100% of local history items by FY20.**

### **Activities:**

- Maintain Digital Commonwealth membership & attend annual conference. (ongoing)  
Measure: count
- Work with Grafton Historical Society to digitize photos in the community through scanning parties by FY16.  
Measure: count
- Apply for SHRAB funding for a storage solution for Grafton History collection by FY17.  
Measure: count, grant report
- Digitize maps by FY17.  
Measure: count
- Seek funding for digitization costs not covered by Digital Commonwealth/BPL by FY19.  
Measure: count, grant report
- Digitize institutional history materials by FY19.  
Measure: count, usage stats
- Digitize local history collection by FY20.  
Measure: count, usage stats
- Work with Grafton Historical Society to digitize tickler file of Grafton History by FY20.  
Measure: count
- Digitize local newspapers by FY20.  
Measure: count, usage stats
- Partner with Grafton Historical Society and local schools to produce new and original local content for school curriculum on Biblioboards by FY20.  
Measure: count
- Maintain a well-organized, curated collection of Grafton historical documents in monograph, map and other print and digital formats that is secured and preserved for future generations by FY20.  
Measure: count

## **Goal II: Deliver well-rounded, patron-centric, and forward-thinking services to engage visitors from birth to adulthood.**

### **Objective 15: Write and seek grants for all Library needs annually.**

#### **Activities:**

- Apply for YMCA Family & Community Partnership (YF&C) Grant annually.  
Measure: count, grant report
- Apply for UniBank Community Grant annually.  
Measure: count, grant report
- Apply for Tufts Community Grant annually.  
Measure: count, grant report, outcome-based evaluation survey
- Apply for Cultural Council Grant annually.  
Measure: count, grant report, outcome-based evaluation survey
- Partner with Historical Society for a grant-funded program annually.  
Measure: count, grant report, outcome-based evaluation survey
- Partner with Garden Club for a grant-funded program annually.  
Measure: count, grant report, outcome-based evaluation survey
- Partner with Recreation Department for a grant-funded program annually.  
Measure: count, grant report, outcome-based evaluation survey
- Apply for LSTA Open Grant Round for a Life Skills workshop series for adolescents.  
Measure: count
- Develop a list of additional funding sources by FY18.  
Measure: count
- Apply for Fallon Community Health grant in FY20.  
Measure: count

### **Objective 16: Staff participate in four (4) professional development sessions annually.**

#### **Activities:**

- Seek and share professional development opportunities annually.  
Measure: count, staff meeting minutes
- Budget for MLA, NELA, PLA, ALSC, YALSA and ALA conferences annually.  
Measure: budget review
- All staff attend ALA Midwinter in Boston by FY16.  
Measure: count, outcome-based evaluation survey
- Partner with Town to participate in MIIA and other trainings by FY18.  
Measure: count, report
- Implement badge program as incentive by FY18.  
Measure: count, outcome-based evaluation survey
- Increase staff development days from two to four per year by FY20.  
Measure: count, outcome-based evaluation survey

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

## Objective 17: Implement “check out an expert” service by FY16.

### Activities:

- Develop a form to connect expert volunteers with those seeking help by FY16.  
Measure: count
- Host a speed dating style mixer twice a year to seek new experts by FY17.  
Measure: count, outcome-based evaluation survey
- Develop a policy and procedure for program by FY17.  
Measure: count

## Objective 18: Increase outreach services to daycare/preschool by 10% annually.

### Activities:

- Implement LSTA Full STEAM Ahead grant with selected partners by FY16.  
Measure: count, statistics, grant reports.
- Increase preschooler’s knowledge of STEAM (science, technology, engineering, arts, and math) concepts by 20% by FY17.  
Measure: outcome-based evaluation survey
- Increase the Library’s current PreK STEM program attendance by 10% by FY17.  
Measure: count
- Increase Preschool STEAM programming by 10% by FY17.  
Measure: count
- Increase the size of STEAM themed nonfiction collection for preschoolers by 30% by FY17.  
Measure: count
- Increase circulation of STEAM themed nonfiction collection for preschoolers by 30% by FY17.  
Measure: count
- Increase circulation of STEAM themed Museum Passes by 25% by FY17.  
Measure: count
- Increase preschool/daycare providers’ Library use by 10% by FY17.  
Measure: count
- Target preschool care providers for teacher card drive by FY18.  
Measure: count
- Increase circulation of STEAM themed kits by 10% by FY18.  
Measure: count, budget
- Reach out to commercial day care providers by FY18  
Measure: count
- Reach out to Home Day Care providers by FY19.  
Measure: count
- Increase programming at preschools to one by year by FY20  
Measure: count
- Provide Preschool Fair in partnership with Grafton Public Schools and Preschool/Day Care providers annually in November by FY20.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

## Objective 19: Increase cultural programming by 25% by FY17.

### Activities:

- Host one (1) conversation circle annually around current events by FY16.  
Measure: count, outcome-based evaluation survey
- Offer one (1) musical program annually by FY16.  
Measure: count, outcome-based evaluation survey
- Invite expert speakers to host a series of lectures on comparative religions/faith by FY16.  
Measure: count, outcome-based evaluation survey
- Invite expert speakers to host a series of lectures on holidays around the world by FY17.  
Measure: count, outcome-based evaluation survey
- Offer one (1) dance program annually by FY18.  
Measure: count, outcome-based evaluation survey
- Offer one (1) fine arts workshop annually by FY18.  
Measure: count, outcome-based evaluation survey
- Celebrate International Education Week annually in November by FY19.  
Measure: count, calendar
- Offer one (1) folk art workshop annually by FY19.  
Measure: count, outcome-based evaluation survey
- Partner with Grafton Arts & Music Festival to host complimentary workshops and lectures by FY20.  
Measure: count
- Offer citizenship preparation workshop by FY20.  
Measure: count, outcome-based evaluation.

## Objective 20: Add adaptive technologies by FY17.

### Activities:

- Seek grants/gifts to cover the cost of a VISIO machine by FY16.  
Measure: count
- Add a large format eReader by FY18.  
Measure: count
- Add assistive software to public access computers by FY20.  
Measure: count

## Objective 21: Increase “maker” style program (crafts, technology, coding, engineering, inventing, etc) by 10% by FY20.

### Activities:

- Add evening knitting workshop for teens and adults by FY17.  
Measure: count
- Develop a maker survey by FY18.  
Measure: count, survey
- Offer one (1) “maker” for teens per year by FY18.  
Measure: count, outcome-based evaluation survey

# **GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020**

- Offer one (1) “maker” style program for children per year by FY19.  
Measure: count, outcome-based evaluation survey
- Offer one (1) “maker” style program for tweens per year by FY19.  
Measure: count
- Develop Teen Tech Volunteer Program by FY18.  
Measure: count, outcome-based evaluation survey
- Offer one (1) “maker” style program for adults per month by FY19.  
Measure: count
- Add a 3D printer by FY20.  
Measure: count, usage statistics

## **Objective 22: Increase technology programming by 10% by FY20.**

### **Activities:**

- Develop a technology survey by FY17.  
Measure: count, survey
- Offer a Technology Petting Zoo program once a month by FY17.  
Measure: count, outcome-based evaluation survey
- Develop Teen Tech Volunteer Program by FY18.  
Measure: count, outcome-based evaluation survey
- Offer one (1) technology Instruction session per year for adults by FY18.  
Measure: count, outcome-based evaluation survey
- Offer one (1) technology Instruction session for teens per year by FY19.  
Measure: count, outcome-based evaluation survey
- Offer one (1) technology Instruction session for children per month by FY20.  
Measure: count, outcome-based evaluation survey
- Develop and produce a library-themed Massively Multiuser Online Course (MOOC) by FY20.  
Measure: count, outcome-based evaluation

## **Objective 23: Implement a “Keep Me Safe” story time for children by FY20.**

### **Activities:**

- Train staff in “Talking About Touching” curriculum by FY18.  
Measure: count, outcome-based evaluation survey
- Plan and execute one (1) “Keep Me Safe” story time series for children under age five by FY19.  
Measure: count, outcome-based evaluation survey
- Offer two (2) “Keep Me Safe” story time series for children under age five by FY19.  
Measure: count, outcome-based evaluation survey

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

**Objective 24: Develop a staff schedule that allows for community outreach, professional development, and additional library programs by FY20.**

**Activities:**

- Evaluate current schedule by FY16.  
Measure: count
- Total the gap hours and design a plan for staff coverage that allows a minimum of five people scheduled at all times, covers Friday night and Sunday hours, and allows off desk time 25% of the time by FY18, and 50% of the time by FY20.  
Measure: count
- Request additional full-time equivalents (FTEs) in FY17, FY18, FY19, and FY20 to bring staffing level to par for a library serving a community of Grafton's size and scope (15 FTE by FY20).  
Measure: FY17-FY20 budgets

**Objective 25: Develop plans of service to a variety of target populations by FY20.**

**Activities:**

- Survey tweens (ages 9-12) in FY17 for input on library expectations by FY16.  
Measure: count, survey
- Evaluate current space, services and collections for tweens by FY16.  
Measure: count, report
- Write a plan of service for tweens by FY17.  
Measure: count
- Survey English Language Learners (ELL) for input on library expectations by FY17.  
Measure: count, survey
- Evaluate current space, services and collections for ELL by FY17.  
Measure: count, report
- Write a plan of service for ELL by FY18.  
Measure: count
- Survey seniors for input on library expectations by FY18.  
Measure: count, survey
- Evaluate current space, services and collections for seniors by FY18.  
Measure: count, report
- Survey teens (ages 9-12) for input on library expectations by FY18.  
Measure: count, survey
- Evaluate current space, services and collections for teens by FY18.  
Measure: count, report
- Write a plan of service for teens by FY18.  
Measure: count
- Write a plan of service for seniors by FY19.  
Measure: count
- Survey adults ages 18-30 for input on library expectations by FY19.  
Measure: count, survey

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

- Evaluate current space, services and collections for adults ages 18-30 by FY19.  
Measure: count, report
- Write a plan of service for adults ages 18-30 by FY20.  
Measure: count
- Survey new parents/working parents/nontraditional caregivers for input on library expectations by FY20.  
Measure: count, survey
- Evaluate current space, services and collections for new parents/working parents/nontraditional caregivers by FY20.  
Measure: count, report
- Write a plan of service for new parents/working parents/nontraditional caregivers by FY20.  
Measure: count

## **Objective 26: Increase volunteer program by 10% by FY20.**

### **Activities:**

- Develop a volunteer gardener program by FY17.  
Measure: count, statistics
- Conduct annual volunteer appreciation event in partnership with the Friends of the Grafton Public Library by FY18.  
Measure: count, survey
- Conduct annual volunteer evaluation by FY19.  
Measure: survey, outcome-based evaluation survey
- Perform outreach to Grafton Middle School and High School guidance departments to seek youth volunteers by FY19.  
Measure: count
- Partner with National Honor Society and other interested, motivated teens to provide homework help to elementary and middle school students by FY20.  
Measure: count, statistics
- Provide opportunities for homeschoolers to volunteer at the Library by FY18.  
Measure: count, statistics
- Work with Friends to develop a Junior Friends of the Library by FY20.  
Measure: count
- Increase shelving volunteers to one for every hour the Library is open for each department (children, teens, adult) by FY20.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

**Objective 27: Support Grafton School District students by increasing collaboration with the Grafton Public Schools through school library staff by 50% by FY20.**

**Activities:**

- Become an established partner in Parent-Teacher Group (PTG) fundraising events by FY16.  
Measure: count
- Survey high school students and caregivers regarding workshop/lecture topics by FY17.  
Measure: count, survey
- Investigate shared staff member with Grafton High School Library by FY17.  
Measure: count, budget
- Develop local school summer reading lists in collaboration with each school/the district by FY18.  
Measure: count
- Partner with Grafton Middle School to share a staff member by FY18.  
Measure: count, budget
- Provide a college essay-writing workshop in partnership by Grafton High School by FY18.  
Measure: count
- Provide an SAT help workshop in partnership by Grafton High School by FY19.  
Measure: count
- Partner with Grafton High School, Grafton Middle School, elementary schools, Grafton High School National Honor Society, and other interested and motivated teens to provide homework help sessions for elementary and middle school students by FY19.  
Measure: count, survey
- Provide a series of workshops and lectures for high school students and their caregivers in partnership with Grafton Public schools, regarding important transitions, by FY20.  
Measure: count
- Partner with South Grafton Elementary School and Millbury Street School to share a staff member by FY19.  
Measure: count, budget
- Partner with North Grafton Elementary School and North Street School to share a staff member by FY20.  
Measure: count, budget

**Objective 28: Provide access to cutting-edge technologies as a service to Library visitors.**

**Activities:**

- Update Technology Plan annually. (ongoing)  
Measure: count
- Conduct cost-analysis of convenient credit card transactions at the desk to supplement cash and check options by FY16.  
Measure: count, report
- Implement credit card transactions by FY17.  
Measure: count

## **GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020**

- In partnership with the Friends of the Library, provide a way for Library supporters to make donations to the Friends/Library online by FY18.  
Measure: count
- Investigate a single card for access to all cultural services: Library, Recreation Department/Silver Lake and Senior Center that can be preloaded to pay for printing, faxing and other services, by FY20.  
Measure: count

## **Goal III: Create loyal, enthusiastic fans of the Library that become our promoters, champions and advocates.**

### **Objective 29: Develop publicity materials targeted at specific audiences annually.**

#### **Activities:**

- Develop Library publicity materials targeting teachers and homeschoolers by FY16.  
Measure: count
- Work with Town, local realtors and landlords to develop Library publicity materials for new residents by FY17.  
Measure: count
- Develop Library publicity materials targeting English Language Learners by FY17, including PR in native languages.  
Measure: count
- Develop Library publicity materials targeting nonusers by FY17.  
Measure: count
- Develop Library publicity materials targeting seniors by FY18.  
Measure: count
- Develop Library publicity materials targeting teens by FY18.  
Measure: count
- Develop Library publicity materials targeting new readers by FY19.  
Measure: count
- Develop Library publicity materials targeting parents/working parents/caregivers by FY19.  
Measure: count
- Develop Library publicity materials targeting adults ages 18-30 by FY20.  
Measure: count
- Develop a list of new target audiences by FY20.  
Measure: count FY20.
- Develop a children's room mascot in conjunction with logo design by FY20.  
Measure: count

### **Objective 30: Increase social media presence by 10% annually.**

#### **Activities:**

- Increase followers on all social media channels by 10% annually.  
Measure: count, metrics
- Evaluate reach and usefulness of social media channels quarterly.  
Measure: count, metrics
- Post to social media daily by FY17.  
Measure: count, metrics
- Investigate new channels to test by FY18.  
Measure: count, metrics
- Implement new Library brand and logo across all social media channels by FY20.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

## Objective 31: Offer quarterly contests annually.

### Activities:

- Include Library PR in annual Town Census Mailing (ongoing) with raffle winner in March.  
Measure: count
- Host Friends bookmark contest annually in April, winners selected in May.  
Measure: count
- Offer prize drawings for Summer Reading Program Participants annually in September.  
Measure: count
- Offer prize drawing at Grafton celebrates the Holidays event annually in December.  
Measure: count

## Objective 32: Focus on relationship building with one school and one organization per year.

### Activities:

- Participate in OctoberFest and FunFair annually.  
Measure: count
- Attend South Grafton and North Grafton Parent Teacher Group meetings annually by FY16.  
Measure: count
- Partner with Grafton Little League and Recreation Department to promote summer reading program.  
Measure: count
- Staff a Library Table at each school's September open house by FY17.  
Measure: count
- Partner with local Scouts for service projects by FY17.  
Measure: count
- Present Teacher Resources in one (1) Grafton School District Professional Development day by FY18.  
Measure: count
- Launch Every Teacher a Card Campaign by FY18.  
Measure: count, usage stats
- Partner with Grafton Historical Society for programming and outreach by FY19.  
Measure: count
- Partner with Garden Club, Land Trust and/or Community Harvest Project for programming and outreach by FY20.  
Measure: count

## Objective 33: Publish monthly column in newspaper by FY16.

### Activities:

- Write column & publish monthly. (ongoing)  
Measure: count
- Schedule guest authors by FY17.  
Measure: count
- Publish every other week by FY19.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

- Publish weekly by FY20.  
Measure: count

## **Objective 34: Library and Friends become marketing partners by FY17.**

### **Activities:**

- Director provides list of annual funding requests to Friends annually in April (ongoing).  
Measure: count, budget
- Library Administration and Friends develop joint referendum of understanding by FY16.  
Measure: count
- Staff support Friends initiatives such as annual membership drive, Grafton Celebrates the Holidays, Easter Egg Hunt, For the Love of Books, and Community Read (ongoing).  
Measure: count

## **Objective 35: Partner with one (1) Town department quarterly by FY16.**

### **Activities:**

- Produce a joint event with Senior Center annually in April. (ongoing)  
Measure: count
- Participate in Grafton Police Department's National Night Out annually in August (ongoing).  
Measure: count
- Partner with Recreation Department to produce Storytime in the Park series each summer. (ongoing)  
Measure: count
- Partner with Health Department for disaster preparedness, flu shots and other initiatives. (ongoing)  
Measure: count
- Post all program flyers at Municipal Center bulletin board by FY16.  
Measure: count
- Provide Library content for Superintendent's newsletter in September, January, and May by FY16.  
Measure: count
- Provide Library content for principal newsletters on a monthly basis by FY16.  
Measure: count
- Provide Library content in Parent Teach Group newsletters on a monthly basis by FY16.  
Measure: count
- Share summer reading program information in student backpacks by FY16.  
Measure: count

## **Objective 36: Conduct an "Every Kid A Card" campaign by FY19.**

### **Activities:**

- Celebrate National Library Card Signup Month annually in September, with town wide proclamation, posters in all schools, and incentives. (ongoing)  
Measure: count
- Seek grants/gifts for sponsor for posters, bookmarks, and stickers by FY18.  
Measure: count
- Include Library card information for grade 3 Grafton history project day by FY19.

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

Measure: count

- Partner with at least one (1) teacher in grades 3, 7, and 9 to present Library resources by FY18.

Measure: count

Host a Library Card Drive at the Middle School and High School in September by FY18.

Measure: count

- Develop incentive program for frequent library card use by FY18.

Measure: count

- Implement a “we miss you!” email/postcard reminder program to encourage return visits by FY19.

Measure: count

- Partner with at least one (1) teacher in grades 2, 4 & 6 to promote summer reading program by FY19.

Measure: count

- Add “Every Teacher a Card” campaign in FY19.

Measure: count

- Develop baby bags for expectant mothers and newborns by FY19.

Measure: count

## **Objective 37: Participate in Grafton Community Television (GCTV) monthly by FY20.**

### **Activities:**

- Feed Library content from GCTV to Library social media sites by FY16.

Measure: count

- Film a “Library Minute” segment monthly by FY16.

Measure: count

- Produce a Library Walkthrough video by FY17.

Measure: count

- Produce one (1) new “Storytellers” episode every month by FY17.

Measure: count

- Train two (2) staff members as GCTV producers by FY18.

Measure: count

- Produce two (2) new “Storytellers” episodes every month by FY18.

Measure: count

- Host Live local cable access shows or segments by FY19.

Measure: count, OBE

- Produce four (4) new “Storytellers” episodes every month by FY20.

Measure: count

## **Objective 38: Develop a Library logo and brand by FY20.**

### **Activities:**

- Meet with focus group to update Library mission, vision, and values statement by FY18.  
Measure: count
- Work with Friends / Trustees to hire a professional artist/designer by FY18.  
Measure: count
- Produce a design and tagline by FY19.  
Measure: count
- Implement new brand and logo, to include a children's room mascot, across all social media, stationary, incentives and staff t-shirts by FY20.  
Measure: count

## **Objective 39: Promote a "Know Your Community" campaign by FY20.**

### **Activities:**

- Develop a business bulletin board for job seekers and small businesses by FY16.  
Measure: count, policy
- Participate in Community Focus group events by FY17.  
Measure: count
- Provide a central repository for community information by FY18.  
Measure: count
- Feature Library partners/members on our website and social media by FY20.  
Measure: count

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

**Goal IV: Provide an up-to-date, attractive, adaptable facility that is appropriate for the size, scope and needs of our diverse community.**

**Objective 40: Upgrade computers on a 3-5 year rotation, as dictated by technology needs.**

**Activities:**

- Research best pricing through COMMBUYS and Town IT. (ongoing)  
Measure: count, report
- Budget for new children's computers in FY17.  
Measure: count
- Propose self-checks as Capital Project for FY18.  
Measure: count
- Budget for new public computers in FY19.  
Measure: count
- Budget for new staff computers in FY20.  
Measure: count

**Objective 41: Upgrade furniture on a 5-10 year rotation, as dictated by wear and tear, to provide comfortable, ergonomic and attractive seating for visitors of all ages and sizes.**

**Activities:**

- Research best pricing through COMMBUYS. (ongoing)  
Measure: count, report
- Develop an inventory of furniture on site and in storage by FY16.  
Measure: count
- Share needs with Friends, Foundation and Town by FY 18.  
Measure: count
- Partner with Job Corps, Blackstone Valley Tech, or to refurbish original tables and chairs by FY18.  
Measure: count
- Develop a campaign for gift purchases of furniture with the Library Foundation by FY20.  
Measure: count, report

**Objective 42: Participate in Gates Foundation facilities use study by FY16.**

**Activities:**

- Work with MBLC to assess space, services and collections, using "Design Thinking for Libraries" as a guide, by FY16.  
Measure: report
- Aggressively weed the Children's collection by FY17.  
Measure: count, statistics
- Reconfigure Children's space by FY18.  
measure: count

## **Objective 43: Provide reliable wireless access by FY16.**

### **Activities:**

- Work with Town IT to install three additional routers in Library by FY16.  
Measure: count
- Troubleshoot wireless printing and provide handout for public by FY16.  
Measure: count
- Use software to collect wireless metrics by FY16.  
Measure: count, statistics

## **Objective 44: Develop a mobile app for website by FY18.**

### **Activities:**

- Solicit quotes by FY16.  
Measure: count
- Seek grant/gift funding by FY16.  
Measure: count
- Review proposals by FY16.  
Measure: count
- Hire a designer/company by FY17.  
Measure: count
- Launch by FY17.  
Measure: count, statistics

## **Objective 45: Apply for 2016-2017 MA Public Library Construction Program grant by FY17, pending Town Meeting Support.**

### **Activities:**

- Complete Building Program by FY16.  
Measure: count
- Reconvene Library Building Committee by FY16.  
Measure: count
- Hire an Owner's Project Manager by FY16.  
Measure: count
- Hire an architect by FY16.  
Measure: count
- Work with Building Committee, Staff, Trustees, Friends, Community, and others to develop a moderate floor plan and design to serve Grafton through 2035.  
Measure: count
- Request permission to apply, accept and expend grant funds by FY17.  
Measure: count
- Request appropriation of up to \$75,000 for architectural services by FY17.  
Measure: count
- Request approval of project design by FY17.

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

Measure: count

- Submit Letter of Intent by FY17

Measure: count

- Attend Grant workshop in FY17.

Measure: count

- Apply for MPLCP Grant in FY17.

Measure: count

## **Objective 46: Add self-check workstations by FY17.**

### **Activities:**

- Submitted as capital improvement project for FY17.

Measure: count

- Post bid, gather quotes and hire a vendor by FY17.

Measure: count, report

- Install self-check by FY17

Measure: count

- Relocate hold pick up shelf for patron convenience by FY18.

Measure: count

- Investigate other self-service options to empower patrons by FY19.

Measure: count

- Add automated return by FY20.

Measure: count

## **Objective 47: Investigate outdoor space to extend the Library's facility by FY18.**

### **Activities:**

- Patio project submitted as capital improvement project for FY17.

Measure: count

- Post bid, gather quotes and hire a vendor by FY17.

Measure: count

- Install patio by FY17.

Measure: count

- Select all-weather furniture to compliment Super Park by FY17.

Measure: count

## **Objective 48: Increase Library hours by 15% by FY20.**

### **Activities:**

- Complete Objectives 18 and 38 before proceeding.

Measure: count

- Implement reliable wireless, available 24/7 and accessible from the parking area and Common, by FY17.

Measure: count, statistics

- Add 4 hours to Friday (5-9pm) by FY17.

# GRAFTON PUBLIC LIBRARY STRATEGIC PLAN 2016-2020

Measure: count

- Add Saturday hours (increase to 6pm) by FY19.

Measure: count

- Add Sunday hours (12-6, September-May) by FY20.

Measure: count

- The Library website and mobile site delivers a 24/7 mobile, digital branch by FY20.

Measure: statistics

## **Objective 49: Investigate a tween space by FY20.**

### **Activities:**

- Complete Objectives 11 and 36 and before proceeding.

Measure: count

- Survey tweens for preferences by FY18.

Measure: count, survey

- Relocate collection by FY20.

Measure: count

- Purchase furniture and shelving by FY20.

Measure: count

## **Objective 50: Provide community information on the Library's website and in the Library facility.**

### **Activities:**

- A page on the website provides links to Town departments and local information by FY17.

Measure: count

- Grafton maps and transportation information are available to all visitors by FY20.

Measure: count

## **Objective 51: Identify meeting space for Library activities and local groups by FY20.**

### **Activities:**

- Complete objective 45 before proceeding.

Measure: count

- Evaluate current space and needs by FY17.

Measure: count, building program

## **Objective 52: Investigate quiet study space by FY20.**

### **Activities:**

- Complete objective 45 before proceeding.

Measure: count

- Evaluate current space and needs by FY17.

Measure: count, building program

## **Objective 53: Investigate a separate teen space by FY20.**

### **Activities:**

- Complete objective 45 before proceeding.  
Measure: count
- Evaluate current space and needs by FY17.  
Measure: count, building program

Andy Deschenes will provide an update on One Grafton Common including the Boulevard.

Attorney Henry Lane and Mr. Michael Peters of the Grafton Flea Market will come before the Board. They have prepared plans for an alternative location to address some of the issues raised at the initial meeting requesting a liquor license.

This will be a continuance of the December 15<sup>th</sup> Liquor License request for the Grafton Flea Market public hearing of December 15, 2015.

Sample motion: I move to reconvene the December 15<sup>th</sup>, 2015 Liquor License hearing for the Grafton Flea Market.

## Laura St John Dupuis

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**Subject:** FW: FW: Grafton Flea Market-  
**Attachments:** 3714.001\_20160224\_170937.PDF; 3714.001\_20160224\_171029.PDF

-----Original Message-----

From: Henry J. Lane [<mailto:hlane@laneandhamer.com>]  
Sent: Wednesday, February 24, 2016 5:19 PM  
To: Laura St John Dupuis  
Subject: RE: FW: Grafton Flea Market-

Laura,

We would like to be on the agenda for the March 1, 2016 meeting of the Board of Selectmen to follow up on the license for the Grafton Flea Market. We have prepared plans for an alternative location to address some of the issues raised at the initial meeting and copies of those plans are attached. I would appreciate it if you could confirm our spot on the agenda. Thanks.

Henry J. Lane, Attorney  
Lane and Hamer  
100 Main Street  
Whitinsville, Mass. 01588

Phone: 508-234-4400  
Fax: 508-234-4966  
E-mail: [hlane@laneandhamer.com](mailto:hlane@laneandhamer.com)

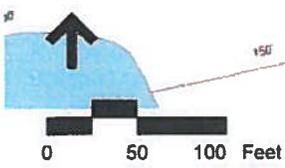
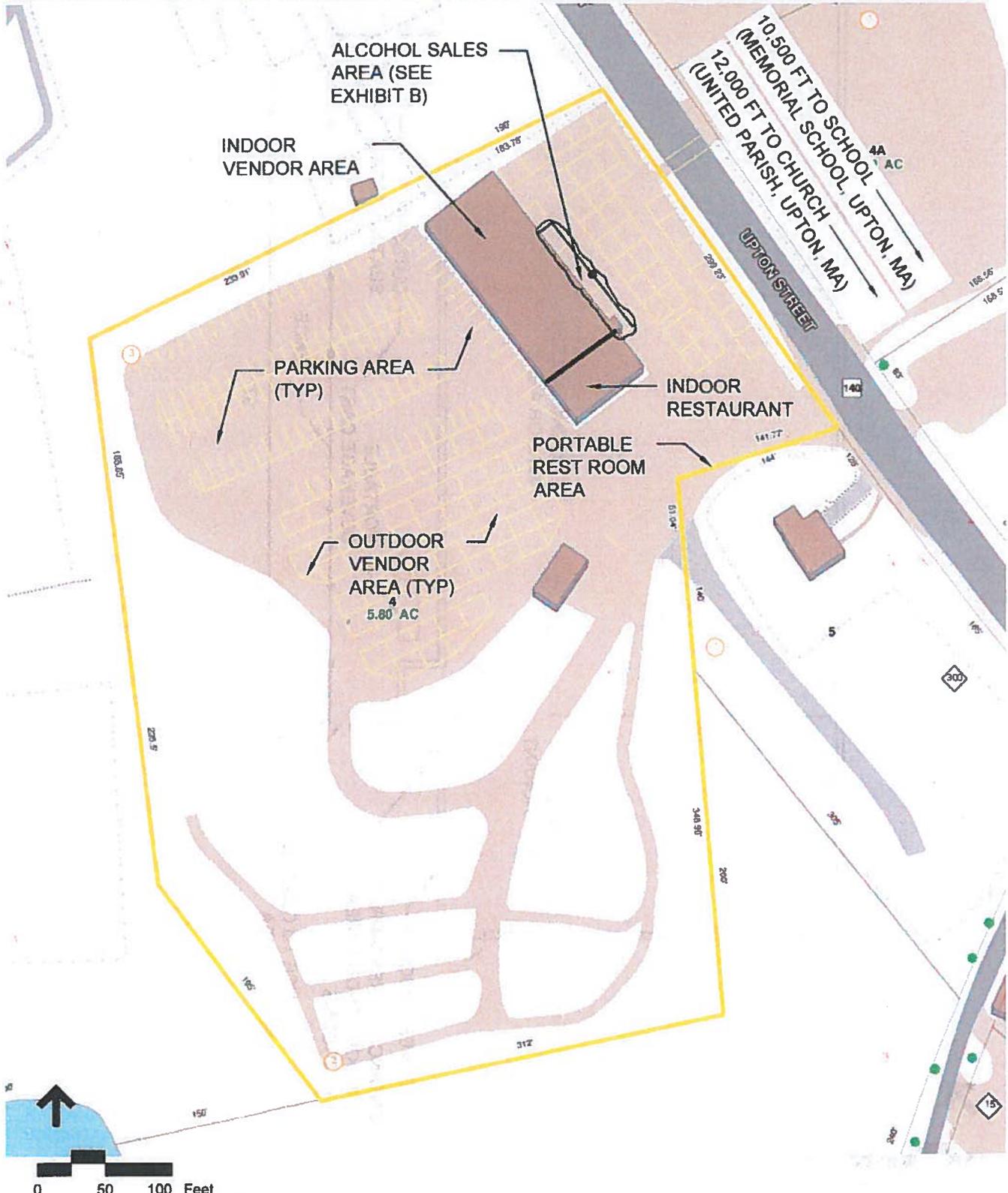
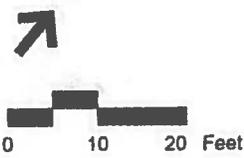
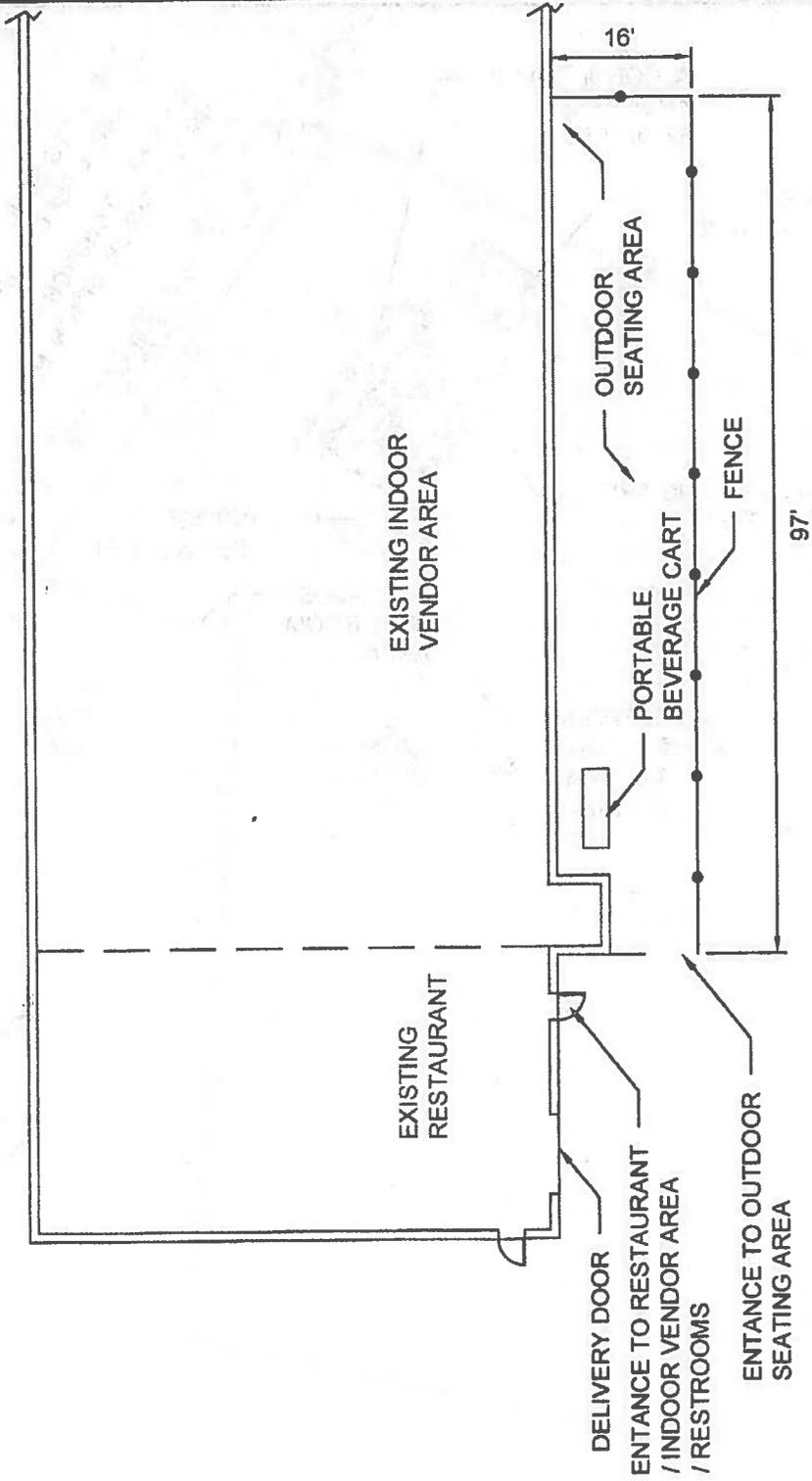


EXHIBIT A revised 1/7/2015

**MIDPOINT**  
ENGINEERING + CONSULTING

826 SOUTHBRIDGE STREET  
AUBURN, MA 01501  
(508) 721-1900  
pdoherty@midpointengineering.com

Site Plan  
Grafton Flea Market, Inc  
296 Upton Street  
Grafton, MA



**MIDPOINT**  
ENGINEERING + CONSULTING

826 SOUTHBRIDGE STREET  
AUBURN, MA 01501  
(508) 721-1900  
pdoherly@midpointengineering.com

EXHIBIT B revised 1/7/2016  
Floor Plan  
Grafton Flea Market, Inc  
296 Upton Street  
Grafton, MA



Red Extra Large Super Arctic 080  
Mobile 456 qt. Cooler with Wheels

WebstaurantStore.com

**\$1,649.00**

+\$286.15 shipping. No tax

SHOP

Color: Red



Product details

Print Main Menu

Do not click Back-Space to leave this window



[Print](#)   [Main Menu](#)

Do not click Back-Space to leave this window

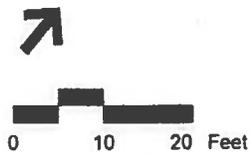
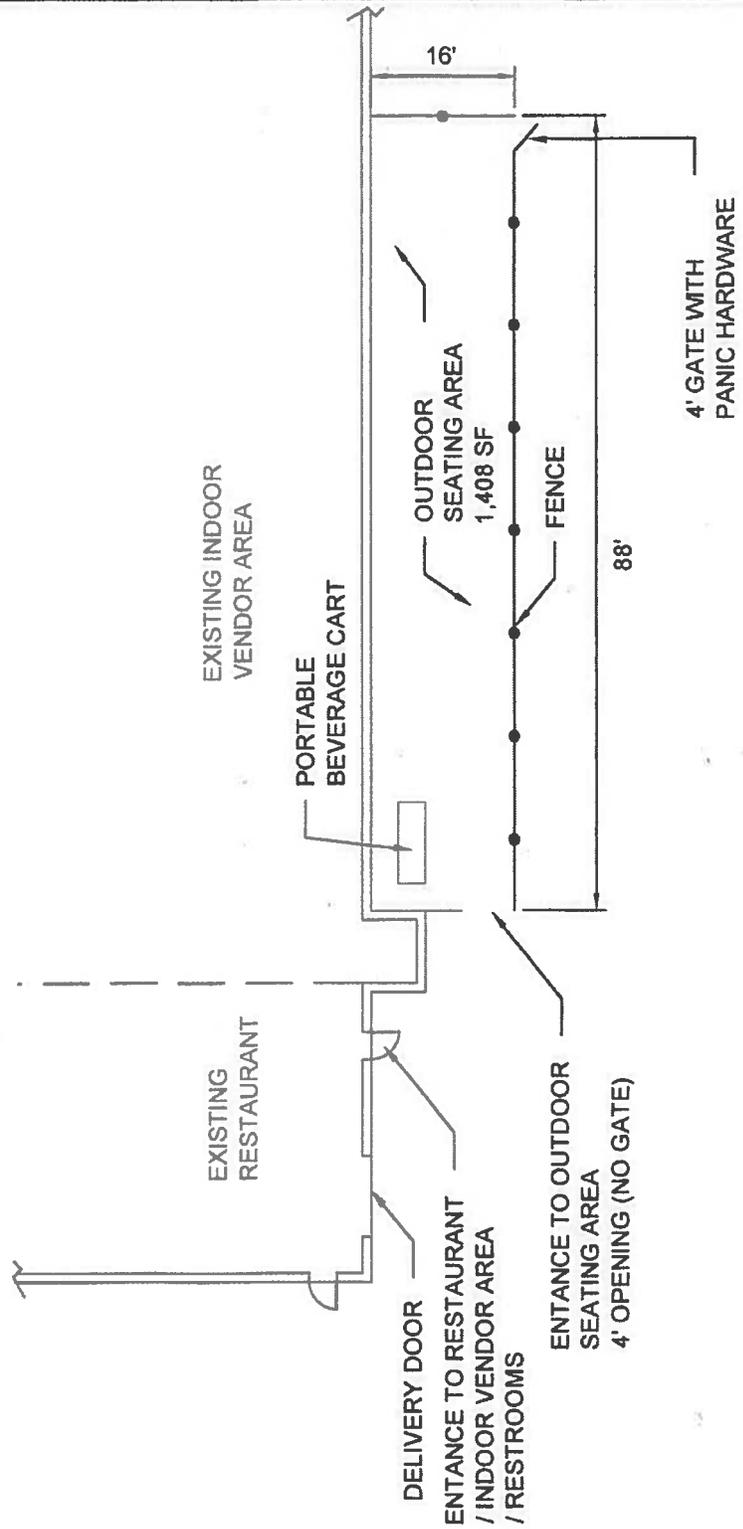


NOTES:

USE GROUP: A-2

OCCUPANT LOAD:  
UNCONCENTRATED TABLE & CHAIRS  
1,408 SF X 1 OCCUPANT PER 15 SF  
94 TOTAL OCCUPANTS

NUMBER OF EXITS:  
2 REQUIRED FOR OCCUPANCY  
GREATER THAN 49





**OFFICE OF THE BOARD OF SELECTMEN**

30 Providence Road  
Grafton, MA 01519  
(508) 839-5335  
BOSGroup@grafton-ma.gov  
www.grafton-ma.gov

RECEIVED TOWN CLERK  
GRAFTON, MA

2015 NOV 20 AM 11 02

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*Craig Dauphinais, Chairman  
Jennifer Thomas, Vice Chair  
Bruce Spinney, II, Clerk  
Brook Padgett  
Dennis Flynn*

**LEGAL NOTICE**

**BOARD OF SELECTMEN**

Notice is hereby given under Chapter 138 of the General Laws, as amended that an application has been made by Michael G. Peters, d/b/a Grafton Flea Market, 185 Blackstone Street, Mendon MA 01756 for a Beer and Wines Alcoholic License at premises located at 296 Upton Street, Grafton, MA 01519.

Premises to be licensed are located at 296 Upton Street, as shown on a plan on file in the Board of Selectmen's office.

Upon this application, the Grafton Board of Selectmen will hold a public hearing in Conference Room A, Grafton Memorial Municipal Center, 30 Providence Road, Grafton, MA on Tuesday, December 15, 2015 at their meeting beginning at 7:00 PM

Grafton Board of Selectmen

Craig Dauphinais, Chairman  
Jennifer Thomas, Vice Chair  
Bruce Spinney, III, Clerk  
Brook Padgett  
Dennis Flynn

Published November 25, 2015  
Grafton News  
Town Bulletin Board

If the Board is in agreement, the Board will Vote to appoint Mr. Paul Farrar to Full Time Custodian.

This is an entry level position that was vacated by Chris Caron who left for the DPW Office Manager position; this appointment will fill that position.

After two rounds of interviews, we feel that Mr. Farrar is the best candidate. He offers attention to detail, a good work ethic and is trainable.

# PAULFARRAR

---

24 Harwood Street Oxford, MA 01540 | H: (508) 731-0263 | C: (508) 333-5444 | paulfarrar25@gmail.com

## SUMMARY

Cafeteria manager experienced in taking food orders, operating cash registers and safely handling food while checking for proper temperatures.

## HIGHLIGHTS

- Proven leadership skills
- Reliable, punctual and committed to customer service
- Neat, clean and professional appearance
- Ability to handle fast-paced environment
- Food handling knowledge
- Menu development skills
- Proficiency in inventory and ordering

## ACCOMPLISHMENTS

Responsible for the design and preparation of all menu items for employee cafeteria. Baked, roasted, broiled, and steamed meats, fish, vegetables and other food. Ensured freshness of food and ingredients by checking for quality, keeping track of old and new items and rotating stock. Estimated amounts and costs of required supplies, such as food and ingredients.

## EXPERIENCE

The Overlook Life Care Community Charlton, MA

04/2011 to Current

### Cafeteria Manager

My responsibilities are to create a menu, order food according to a budget, and prepare food and a salad bar for 40 to 60 employees daily.

09/2006 to 04/2011

### Cook Manager

My duties where to prepare food using safe procedures for our residents according to our menu and the residents dietary restrictions.

08/2001 to 09/2006

### Kitchen Supervisor

My duties where to oversee service of trayline and resident dining area. I was also helpful in our transition from a trayline service to country kitchens.

08/1996 to 08/2001

### Dietary Aide

My duties where to work a trayline, assist in service in a resident dining room, and break down trays.

## EDUCATION

1999

Shepherd Hill Regional High School - Dudley, MA

## CERTIFICATIONS

Servsafe Certified, 2012

If the Board is in agreement, the Board will vote to accept the resignation of Valerie Evans – Library Assistant

23 February 2016

Ms. Beth Gallaway  
Library Director  
Grafton Public Library  
35 Grafton Common  
Grafton, MA 01519

Dear Beth,

Please accept this letter as notice of my resignation from my position as library assistant. My last day of employment will be March 31, 2016.

My shifting priorities now require that I have a more flexible schedule to support the needs of my family. It has been a pleasure working with you and our great staff over the past year and a half. I don't think I could have asked to work with kinder, more dedicated people.

I would like to help with the transition of my library duties so that the new assistant will be on board for the summer reading program. I am also happy to be on a call-list to cover shift shortages in the Main library as well as the Children's room, so please don't hesitate to call.

Beth, thank you again for the opportunity to work here at the library. I wish you all the best and I look forward to staying in touch with you.

Sincerely,

Valerie Evans

If the Board is in agreement, the Board will vote to accept the resignation of Deborah Kochevar from the Affordable Housing Trust.

## Ann Morgan

---

**From:** Kochevar, Deborah T. <Deborah.Kochevar@tufts.edu>  
**Sent:** Wednesday, February 24, 2016 12:52 PM  
**To:** Ann Morgan; jcarlson@charter.net; John Carlson  
**Subject:** RE: Meeting Rescheduled

Dear Ann and John,

Despite my initial response that Wed would work for the rescheduled meeting, shifting travel schedules have done it to me again. I will have to leave on Wed afternoon for a meeting in DC that starts on Thursday morning.

So, I think it is time for me to make a change.

Please accept this email as my official notification that I would like to step down from my position on the GAHT. I have been concerned for some time that my schedule (which seems to be getting worse) is often in conflict with the needs of the trust. My concern is growing given the increased resources of the trust and the need for trust members to be even more diligent in their duties.

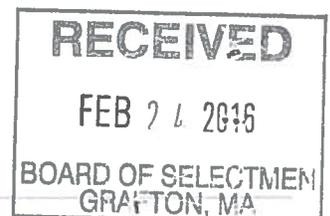
I do this reluctantly as I have great respect for the work of the GAHT and know there is a need for citizens to engage and support affordable housing in Grafton. Please know that I will continue to support and advocate for the work of the trust in any way I can.

I expect that you will have well-qualified applicants for my position, especially given the recent shift in resources for the trust. I am happy to stay until you fill the position if that would be helpful. Or, I can make a clean break and hope that a vacant seat will provide more motivation for applicants.

Please let me know how you would like to proceed. I truly appreciate my time on the trust and value the relationships gained. Since I won't be at next week's meeting, I would like to email the others on the trust to say thank you and to let them know why I felt the need to step away. I didn't want to do that until the two of you were in the loop.

Please let me know your thoughts and thank you for understanding my decision.

Best,  
Debbie



---

**From:** Ann Morgan [<mailto:MorganA@GRAFTON-MA.GOV>]  
**Sent:** Wednesday, February 24, 2016 12:28 PM  
**To:** Bruce Spinney <[bruwarspi3@yahoo.com](mailto:bruwarspi3@yahoo.com)>; Charles Pratt <[chpsprinkler@gmail.com](mailto:chpsprinkler@gmail.com)>; Dan Crossin Work <[dcrossin@homefieldcu.com](mailto:dcrossin@homefieldcu.com)>; Kochevar, Deborah T. <[Deborah.Kochevar@tufts.edu](mailto:Deborah.Kochevar@tufts.edu)>; John Carlson <[John.Carlson@SuburbanGroup.com](mailto:John.Carlson@SuburbanGroup.com)>; Mary Campbell <[mecampbell.mc@gmail.com](mailto:mecampbell.mc@gmail.com)>  
**Subject:** Meeting Rescheduled

Hi All –

One Grafton Common- Suburban Group requesting rent relief.

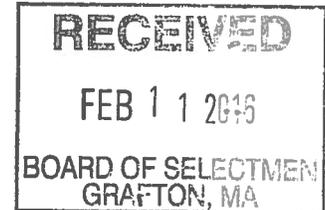


Recruiting Staffing & HR Services

Board of Selectmen  
Grafton Town Hall  
30 Providence Rd  
Grafton, MA 01519

February 10, 2016

Subject: Construction impact on Suite 15



Gentlemen & Lady:

I respectfully request that you consider a reduction in the rent for The Suburban Group in Suite 15, One Grafton Common based on the ongoing impact to this space. We understood with a reconstruction project of this size in a building of this age there would be noise, interruption of power, some construction work in our office, and some discomfort. We did not realize the impact on suite 15 would be all that we have and continue to experience.

Early in the project holes were cut in our walls, floor, and ceiling and some have remained open. The toxic air coming from the gutted building was very strong leaving a metallic taste in our mouths and making it very difficult to breathe. This issue still remains. We experienced debris flying through a window when the upper floors were stripped out. Several times we had to vacate the office for a week at a time to accommodate carpenters, plumbers, and painters. Often the work left more open spaces and a significant level of fine dust, making it more difficult to breathe.

Our business is one of relationships. We are on the phone with clients and candidates in long discussions about their company cultures and job specifics. Our time is limited as client reps are dealing with multiple openings, challenged with scheduling time with the hiring team to hear their specific requirements, and a plate full of other responsibilities.

Candidates require several conversations often for hours listening to us about our client, their track record, and job requirements. The time spent with them reviewing their job histories, challenges, accomplishments, personal goals, and objectives, and personal requirements is critical. This is where a recruiter and candidate connect and build a level of trust. Our candidates come from varied backgrounds and countries; for many English is a second language. I hope you can appreciate how these disruptions often compromise these conversations.

Often we are competing with other agencies for the same candidates. For these reasons it is critical that our conversations are uninterrupted and require our office to hold a low level of noise. Our conversations are confidential and the recruiter must be able to focus without distraction.

At the end of the 1st quarter we lost a recruiter to illness. She was unable to bring candidates into the office. She had to work from home and did not have the access to some of the tools she needed. Every form and piece of paper she picked up was covered with a fine dust. Our work environment was not a healthy place. We could not control the dirt as it came in under the door and through the walls, windows, and ceiling. It was everywhere in the office and still continues to remain one of the most disturbing

Grafton Town House, Suite 14 • One Grafton Common • P.O. Box 567 • Grafton, MA. 01519  
Phone 774.551.5900 • Fax 774.551.5901



Recruiting Staffing & HR Services

issues. We don't have a professional company that cleans our office. We manage this ourselves. We don't have the industrial equipment to remove the powdered dust from everything. At any rate once we clean it is right back as though we never touched it.

One of the greatest frustrations is the interruption in focus. We chose the Town House because of the bright lighted rooms with the large windows and lovely view of the town. I'm sure you can appreciate when people are working on the phone all day how important the environment is to their mental state. To endure these conditions for a few months was something we accepted. But, this has had more impact on suite 15 than we ever expected, and more than any other tenant as confirmed by the previous foreman, Rick.

We would appreciate your consideration of a rent reduction for this disruption of our business. We would also suggest that our suite not be forced to wait until the end of construction to have professional cleaners come in to remove this dust, and also be included in the final cleaning scheduled for all tenants. Thank you for taking the time to review and consider these requests.

Sincerely,

Nancy Carlson  
President

Cc: Tim McInerney

If the Board is in agreement, the Board will vote to sign the traffic signal improvements agreement with MassDOT for North Main Street at Worcester Street.

The BOS Chairman signed Chapter 90 forms for light signalization for this location on November 3, 2015. MassDOT requires this document to be signed by the Board.

# AGREEMENT

## COMMONWEALTH OF MASSACHUSETTS AND TOWN OF GRAFTON

Agreement Number \_\_\_\_\_

AGREEMENT, made this \_\_\_\_ day of \_\_\_\_\_ 2016, by and between the COMMONWEALTH OF MASSACHUSETTS, hereinafter called the "Commonwealth", through its MASSACHUSETTS DEPARTMENT OF TRANSPORTATION, HIGHWAY DIVISION, hereinafter called "MassDOT", and the TOWN OF GRAFTON, hereinafter called the "Town."

WHEREAS, the Town desires to make modifications to the traffic control signal on Route 122 (Worcester Street) at the intersection of North Main Street in the Town of Grafton, in Worcester County, in the Commonwealth of Massachusetts, Traffic Signal Layout No. 31834, as shown on the attached plan, dated November, 2015 entitled:

**TOWN OF GRAFTON  
MASSACHUSETTS  
TRAFFIC SIGNAL IMPROVEMENTS  
NORTH MAIN STREET at WORCESTER STREET**

Said plans being subject to review and approval by MassDOT before signal modification, and said plans are made a part hereof; and

WHEREAS, the parties hereto have reached an agreement as to the apportionment of the work, the expense of carrying out said work, and the ownership and future maintenance thereof;

NOW THEREFORE, in consideration thereof, MassDOT and the Town hereby agree, each with the other as follows:

## DIVISION OF WORK

The Town agrees that all work done under this Agreement will be done in accordance with the STANDARD SPECIFICATIONS FOR HIGHWAYS AND BRIDGES issued by the Commonwealth of Massachusetts, Department of Highways, 1988 Edition, as amended, and the 2009 "Manual on Uniform Traffic Control Devices" and amendments as adopted by MassDOT.

MassDOT will make the timing modifications to the traffic signal controller at the intersection of Route 122 (Worcester Street) and North Main Street (Route 140) to facilitate the time based coordination with the intersections of North Main Street (Route 140) with Bridge Street and North Main Street (Route 140) with Waterville Street (Route 30).

The Town will be responsible for the modifications to the traffic control signals at the intersections of North Main Street (Route 140) with Bridge Street and with Waterville Street (Route 30). Such modifications will be the installation of GPS clocks and timing modifications to coordinate with the MassDOT traffic control signal at the intersection with Route 122 (Worcester Street). The Town will not make modifications to any equipment within State layout and will coordinate the scheduling of the work with the MassDOT staff.

The Town agrees not to advertise for construction nor award a contract for the work covered by this Agreement without prior approval by MassDOT.

The Town agrees that work will not commence without written permission from the District Highway Director of MassDOT, District 3. Prior to the commencement of any work, a preconstruction conference may be required by MassDOT. If required, it shall be held at MassDOT's District 3 Administrative office.

Upon completion of the work, the Town or its Engineer will be responsible for the final inspection and certification of compliance with specifications. All specifications must meet MassDOT's standards.

## **OWNERSHIP AND FUTURE MAINTENANCE**

Upon the completion of the modifications to the traffic control signal on Route 122 (Worcester Street) at the intersection with North Main Street (Route 140), ownership shall remain with MassDOT and the MassDOT shall thereafter maintain said signal and appurtenances as installed.

All future power costs for the traffic control signal at the intersection of Route 122 (Worcester Street) at North Main Street (Route 140) shall be borne by the MassDOT.

After completion of the modifications to the traffic control signals on North Main Street (Route 140) at the intersections with Bridge Street and with Waterville Street (Route 30), ownership shall remain with the Town and the Town shall thereafter maintain said traffic control signals within the Town Layout.

All future power costs for the traffic control signals at the intersections of North Main Street (Route 140) with Bridge Street and with Waterville Street shall be borne by the Town.

All work covered by this agreement must be completed within one year unless an authorized time extension is granted by the MassDOT.

If any future changes to the timing of any or all of the traffic signals are proposed, both parties shall be notified and in agreement with said changes prior to the changes being implemented.

## **DIVISION OF EXPENSE**

The entire cost of the modifications to the traffic control signals on North Main Street(Route 140) at the intersection with Bridge Street and with Waterville Street (Route 30) and within Town layout as hereinbefore stated and as shown on said plans will be borne by the Town.

The entire cost of the modifications to the traffic control signals on Route 122 (Worcester Street) at the intersection with North Main Street (Route 140) and within the Route 122 State Highway layout as hereinbefore stated and as shown on said plans will be borne by the MassDOT.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

APPROVED

TOWN OF GRAFTON BOARD OF SELECTMEN

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

CERTIFICATE OF SIGNATORY

This will attest that the above named individuals are duly authorized and empowered to execute and deliver this Agreement on behalf of the Town of Grafton.

Date: \_\_\_\_\_

Attest: \_\_\_\_\_  
Town Clerk

MASSACHUSETTS DEPARTMENT OF TRANSPORTATION  
HIGHWAY DIVISION

\_\_\_\_\_  
Chief Engineer

If the Board is in agreement the Board will vote to allow the town to spend on snow & ice.

Sample Motion: I move to allow the Town to spend on snow and ice according to M.G.L. Section 44 section 31D.

**Town of Grafton**  
**All Departments Expenditure Report**  
**From 07/01/2015 to 02/25/2016**

Account	Description	Carry Fwd	Orig Bud	Amended	Total Bud	Encumb	Expend	Unencum Bal	% Exp
1.423.1.5116	WAGES, SEASONAL/PERMANENT		\$8,000.00		\$8,000.00			\$8,000.00	0.00 %
1.423.1.5130	OVERTIME		\$30,000.00		\$30,000.00		\$28,873.21	\$1,126.79	96.24 %
	<b>0001 - PERSONNEL SERVICES Total</b>		<b>\$38,000.00</b>		<b>\$38,000.00</b>		<b>\$28,873.21</b>	<b>\$9,126.79</b>	<b>75.98 %</b>
1.423.2.5295	CONTRACTED/PROPERTY RELATED SERVICE		\$33,000.00		\$33,000.00		\$54,716.26	\$-21,716.26	165.80 %
1.423.2.5382	OTHER PURCHASED SERVICES		\$1,000.00		\$1,000.00		\$1,770.91	\$-770.91	177.09 %
1.423.2.5480	VEHICULAR SUPPLIES		\$2,000.00		\$2,000.00	\$5,744.00	\$20,293.23	\$-24,037.23	1,301.86 %
1.423.2.5530	PUBLIC WORKS SUPPLIES		\$71,000.00		\$71,000.00		\$62,770.79	\$8,229.21	88.40 %
1.423.2.5580	OTHER SUPPLIES		\$5,000.00		\$5,000.00		\$4,932.24	\$67.76	98.64 %
	<b>0002 - EXPENSES Total</b>		<b>\$112,000.00</b>		<b>\$112,000.00</b>	<b>\$5,744.00</b>	<b>\$144,483.43</b>	<b>\$-38,227.43</b>	<b>134.13 %</b>
	<b>423 - SNOW AND ICE CONTROL Total</b>		<b>\$150,000.00</b>		<b>\$150,000.00</b>	<b>\$5,744.00</b>	<b>\$173,356.64</b>	<b>\$-29,100.64</b>	<b>119.40 %</b>
	<b>1 - GENERAL FUND Total</b>		<b>\$150,000.00</b>		<b>\$150,000.00</b>	<b>\$5,744.00</b>	<b>\$173,356.64</b>	<b>\$-29,100.64</b>	<b>119.40 %</b>
	<b>Grand Total</b>	<b>\$0.00</b>	<b>\$150,000.00</b>	<b>\$0.00</b>	<b>\$150,000.00</b>	<b>\$5,744.00</b>	<b>\$173,356.64</b>	<b>\$-29,100.64</b>	<b>119.40 %</b>

**PART I** ADMINISTRATION OF THE GOVERNMENT**TITLE VII** CITIES, TOWNS AND DISTRICTS**CHAPTER 44** MUNICIPAL FINANCE**Section 31D** Snow and ice removal; emergency expenditures; reporting requirements

Section 31D. Any city or town may incur liability and make expenditures in any fiscal year in excess of available appropriations for snow and ice removal, provided that such expenditures are approved by the town manager and the finance or advisory committee in a town having a town manager, by the selectmen and the finance or advisory committee in any other town, by the city manager and the city council in a city having a city manager or by the mayor and city council in any other city; provided, however, that the appropriation for such purposes in said fiscal year equaled or exceeded the appropriation for said purposes in the prior fiscal year. Expenditures made under authority of this section shall be certified to the board of assessors and included in the next annual tax rate.

Every city or town shall annually, not later than September fifteenth, report to the division of local services of the department of revenue the total amounts appropriated and expended, including any funding or reimbursements received from the commonwealth, for snow and ice removal in the fiscal year ending on the preceding June thirtieth.



Phone 508.752.1001  
 Fax 508.752.1276  
 www.vhb.com

Engineers | Scientists | Planners | Designers

Union Station, Suite 219  
 2 Washington Square  
 Worcester, MA 01608-1100

## Client Authorization

New Contract

Date January 12, 2016

Amendment No.

Project No. 84450.07

Project Name 2016 Street List Pavement Testing

		Cost Estimate	
		Amendment	Contract Total
To:	Brian Szczurko Engineering Department Town of Grafton Grafton Municipal Center 30 Providence Road Grafton, MA 01519	Labor	\$34,800.00
		Expenses	<u>\$2,600.00</u>
		<b>TOTAL</b>	<b>\$35,400.00</b>

E-mail: SzczurkoB@GRAFTON-MA.GOV

Lump Sum

Time & Expenses

Cost + Fixed Fee

Labor Multiplier

Phone No: (508) 839-5335 x1124

Estimated Date of Completion: **60** days from written Notice to Proceed

### Scope of Services:

Vanasse Hangen Brustlin, Inc. (VHB) will provide to the Town of Grafton (Town) a pavement analysis for the streets included in the Town's 2016 Street Paving Program. The streets in which pavement testing and analysis will be performed include the following list.

STREET SEGMENT	APPROXIMATE CONSTRUCTION LIMITS	LENGTH (Feet)	ANTICIPATED TREATMENT
Adams Road	150' S of Valley View (S) to 150' N of Valley View (S)	300	Structural Improve A/C
Adams Road	Merriam Road to 150' S of Valley View (S)	3076	Base Rehab A/C + Drainage
Carroll Road	Worcester Street to Janet Circle	1754	Base Rehab Local
Carroll Road	Janet Circle to 100' S of Bicknell Road	1890	Base Rehab Local
Institute Road	East Street to Wesson Street	1766	Base Rehab A/C + Drainage
Merriam Road	Meadowbrook Road to Adams Road	1227	Base Rehab A/C
Sibley Street	455' N of Old Upton Road to Upton Road	2217	Base Rehab Local



Waterville Street	North Main Street to 220' N of North Main Street	220	Base Rehab A/C
Waterville Street	220' N of North Main Street to Westboro Road	3251	Preventive Maint. w/Patch
Wesson Street	Indian Path to North Street	955	Structural Improve A/C
Westboro Road	300' E of Pine Street to Westboro Town Line	2603	Structural Improve A/C
Westboro Road	Waterville Street to Institute Road	2655	Preventive Maintenance
Westboro Road	Institute Road to Discovery Drive	2333	Preventive Maint. w/Patch
Westboro Road	Discovery Drive to 300' E of Pine Street	1369	Preventive Maint. w/Patch

VHB has solicited a proposal from Sanborn Head & Associates, Inc. (SH) to assist in the testing and analysis. SH's Scope of Work is as follows:

**Field Exploration Program**

SH will perform a visual evaluation of the current conditions of the roadways listed above and advance direct push borings using a Geoprobe drill rig approximately 600 feet on-center along the roadway segments proposed to receive base rehabilitation. The purpose of the borings will be to evaluate the pavement thickness and to evaluate the base course and sub-base course materials in these areas. This work will include measuring the asphalt thickness at the exploration locations.

SH shall supply one (1) staff engineer on a full time basis to observe and log the subsurface conditions at the borings, collect samples of the base course and sub-base course materials, and observe the repair of the asphalt at the boring locations. Test borings will be backfilled with the drill cuttings and then patched with a minimum 6-inch thick plug of concrete and asphalt pavement at the surface to match the existing pavement thickness.

Prior to the exploration program, SH will prepare a road opening permit(s) for the Town. In addition, SH will perform Digsafe notification prior to performing the exploration program. SH's drilling subcontractor will provide traffic cones as needed to delineate the work area. SH's scope of work does not include performing vacuum pre-excavations prior to drilling.

**Geotechnical Laboratory Program**

Following the exploration program, SH will submit samples of the existing base course and sub-base materials for grain-size analyses to assist VHB in their evaluation of the ability to re-use the material for future roadway development. SH has assumed that up to 16 grain-size analysis will be performed.

**Summary of Findings Letter/Technical Memorandum**



Ref: 84450.07  
January 12, 2016  
Page 3

Following the field and laboratory programs, SH will prepare a letter summarizing the work completed, the subsurface conditions encountered, and a summary of the laboratory data. The letter will include an exploration location plan and a summary table of the test borings. This report will be used by VHB to complete the assessment as it relates to the program's initial recommendations for pavement treatment for each roadway segment proposed.

As part of the task, current traffic information, including vehicles per day (vpd), and percentage of trucks and buses will be obtained by VHB from a vehicle classification count at select locations. VHB will utilize a sub consultant to provide this information. From the list of streets provided above, VHB anticipates obtaining ten (10) traffic counts.

VHB will utilize all the information collected (i.e. pavement testing, traffic counts) to assess the treatments initially proposed for each roadway and provide a technical memorandum as to whether each treatment is sufficient or if a different treatment should be specified.

**Direct Expenses**

Miscellaneous expenses for traffic counts, mileage, printing, application and permit fees, etc. will be billed as a direct expense.

The information to be furnished to VHB is based upon selected sample areas, the number of samples based upon reasonable cost, from which these materials are utilized to form engineering judgments, assumptions, deductions, and to form conclusions for reports. No assurance is given that the materials have remained unchanged, nor will the samples necessarily be typical of other locations.

Prepared By: Brian Brosnan, P.E. *BB*

Department Approval: *JJB* John J. Bechard, P.E.

Please execute this Client Authorization for VHB to proceed with the above scope of services at the stated estimated costs. No services will be provided until it is signed and returned to VHB.

Subject to attached terms & conditions.

Subject to terms & conditions in our original agreement dated

Vanasse Hangen Brustlin, Inc. Authorization

Client Authorization (Please sign original and return)

By *John J. Bechard*  
Print JOHN J. BECHARD  
Title SR Principal  
Date 1/12/16

By \_\_\_\_\_  
Print \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_



## PART II

### VANASSE HANGEN BRUSTLIN, INC. TERMS AND CONDITIONS OF AGREEMENT

The engagement of Vanasse Hangen Brustlin, Inc. (VHB) by Client is under the following terms and conditions. These terms and conditions are an integral part of the collective Agreement between Client and VHB.

1. The fee estimate for the proposed Scope of Services is valid for 60 days from the date of Proposal.
2. Payment to VHB is the sole responsibility of signatory of this Agreement and is not subject to third party agreements.
3. All schedules set forth in the attached Scope of Services commence upon receipt of a signed Agreement and, if requested, a retainer. All retainer amounts will be applied to the last invoice. **A RETAINER OF \$ -0- IS REQUIRED BEFORE SERVICES CAN COMMENCE UNDER THE AGREEMENT.**
4. Requests for additional services and any associated fee adjustment must be authorized in writing before additional services can begin.
5. Invoices will be rendered monthly and become due upon receipt. Any invoice outstanding for more than 30 days after date of invoice will be subject to a financing charge of 1-1/2 percent per month.
6. Should it become necessary to utilize legal or other resources to collect any or all monies rightfully due for services rendered under this Agreement, VHB shall be entitled to full reimbursement of all such costs, including reasonable attorneys' fees, as part of this Agreement.
7. Invoice payments must be kept current for services to continue. If the Client fails to pay any invoice due to VHB within 45 days of the date of invoice, VHB may, without waiving any other claim or right against Client, suspend services under this Agreement until VHB has been paid in full all amounts due VHB and/or any of its Consultants and Subcontractors. Sealed plans, final documents, reports, and attendance at meetings/hearings will not be provided unless payment for services is current.

If VHB is performing services for the Client under multiple projects, invoice payments must be kept current on all projects for services hereunder to continue. Client acknowledges VHB's right to suspend services and withhold plans and documents, as provided above, if payments are not current on all projects. If services are suspended for 30 days or longer, upon resuming services VHB shall be entitled to expenses incurred in the interruption and resumption of its services. If services are suspended for 90 days or longer, VHB shall be entitled to expenses incurred in the interruption and resumption of its services and fees for remaining services shall be equitably adjusted.

The parties agree to coordinate invoices to assure timely payment. Among other things, VHB's project manager and Client's representative will confer as often as reasonably necessary about any issues that arise involving invoicing and collections. Client's representative will contact VHB's project manager forthwith upon receipt of an invoice about any questions or issues concerning invoiced amounts. If Client's representative and VHB's project manager are unable to resolve any questions or issues, Client's representative will line item any disputed or questionable amount and pay VHB. VHB, at its option, may revise and resubmit disputed amounts at a later date.



8. VHB agrees to carry the following insurance during the term of this Agreement:
- Workmen's Compensation and Employer's Liability Insurance in compliance with statutory limits.
  - Comprehensive General Liability Insurance including Products Completed, Contractual, Property, and Personal Injury coverage with combined single limits of \$1,000,000 per occurrence and \$ 2,000,000 in the aggregate.
  - Professional Liability Insurance with a limit of \$1,000,000 per claim and in the aggregate
  - Automobile Liability Insurance including non-owned and hired automobiles with a combined single limit of \$1,000,000 per occurrence.

Certificates of insurance will be furnished upon request. If the Client requires additional insurance coverage, and it is available, Client agrees to reimburse VHB for such additional expense.

9. The Client and VHB shall at all times indemnify and save harmless each other and their officers, and employees on account of any claims, damages, losses, litigation, expenses, counsel fees, and compensation arising out of any claims, damages, personal injuries and/or property losses sustained by any person or entity, to the extent caused by the negligent acts, errors or omissions of the indemnifying party, its employees, or subcontractors in connection with the Project, and/or under this Agreement.
10. VHB shall not be responsible for failure to perform or for delays in the performance of services which arise out of causes beyond the control and/or without the fault or negligence of VHB.
11. VHB shall be entitled to rely on the accuracy and completeness of data, reports, surveys, requirements, and other information required to be provided by Client under this Agreement.
12. Client agrees to the fullest extent permitted by law, to indemnify and hold harmless VHB, its officers, employees and sub-consultants from and against any and all claims, suits, demands, liabilities costs, including reasonable attorneys fees and defense costs caused by, arising out of or in any way connected with the detection, presence, handling, removal, abatement, or disposal of any asbestos or hazardous or toxic substances, products or material that exist on, about or adjacent to the job site.
13. VHB's services will be performed on behalf of and solely for the benefit and exclusive use of Client for the limited purposes set forth in the Agreement. Client acknowledges that VHB's services require decisions that are not based upon science, but rather upon judgmental considerations. Client may not delegate, assign, sublet, or transfer its duties or interest in this Agreement without the written consent of VHB.



14. In the performance or furnishing of professional services hereunder, VHB, and those it is responsible for, shall exercise the degree of skill and care customarily accepted as good professional practices and procedures by members of the same profession currently practicing under similar conditions in the same locality ("Standard of Care").

Consistent with this Standard of Care, the services shall conform to applicable laws, codes, ordinances, and regulations of any governmental agency having jurisdiction over the project, at the time services are rendered. VHB shall perform its services as expeditiously as is consistent with the Standard of Care and with the orderly progress of the Work.

15. VHB shall not be required to sign any documents, no matter by whom requested, that would result in VHB's having to certify, guaranty or warrant the existence of conditions whose existence VHB cannot ascertain. Any certification provided by VHB shall be so provided based on VHB's knowledge, information, and belief subject to the preceding sentence, and shall be given in VHB's professional opinion consistent with the Standard of Care. VHB shall be compensated for any work necessary to verify project compliance with regulatory standards for purposes of such certification.
16. Client hereby agrees that to the fullest extent permitted by law, VHB's total liability to Client and any persons or entities claiming by, through or under the Client, for any and all injuries, claims, losses, expenses, or damages whatsoever arising out of or in any way related to the Project and/or this Agreement from any cause or causes including, but not limited to VHB's negligence, errors, omissions, strict liability, statutory liability, indemnity obligation, breach of contract or breach of warranty shall not exceed \$50,000 (fifty thousand dollars).
17. All documents including Drawings and Specifications (whether in hard or electronic form) prepared by VHB pursuant to the Agreement are instruments of service with respect to the Project. They are not intended or represented to be suitable for reuse by the Client or others on extensions of the Project or on any other Project. Any reuse by Client or a third person or entity authorized by Client without written verification or adaptation by VHB for the specific purpose intended will be at the Client's sole risk and without liability or legal exposure to VHB; and the Client, shall release, indemnify and hold harmless VHB from all claims, damages, losses and expenses including attorneys' fees arising out of or resulting therefrom. Any such verification or adaptation will entitle VHB to additional compensation at rates to be agreed upon by VHB and the third person or entity seeking to reuse said documents.

If any information hereunder is provided in electronic format, Client recognizes that such plans, documents or other information recorded on or transmitted as electronic media, including CADD documents ("Electronic Documents") are subject to undetectable alteration, either intentional or unintentional, due to, among other causes, transmission, conversion, media degradation, software error, or human alteration. Accordingly, the Electronic Documents are provided to Client for informational purposes only and not as record documents.

18. To the extent permitted by law, VHB retains the copyright in all written work products, including plans, specifications, calculations, computer programs, and computer generated materials in any form, produced in connection with the work under this agreement, unless otherwise agreed to in writing by an authorized VHB representative. Subject to Term No. 17 above, VHB licenses to Client the use of all written work products, including plans, specifications, calculations, and computer generated materials in any form, produced in connection with the work under this agreement on a non-exclusive basis.



19. All questions in dispute under this Agreement shall be submitted to non-binding mediation. On the written notice of either party to the other of the election to submit any dispute under this Agreement to mediation, each party shall designate their representative and shall meet within ten (10) days after the service of the notice. The parties themselves shall then attempt to resolve the dispute within ten (10) days of meeting. Should the parties themselves be unable to agree on a resolution of the dispute, then the parties shall proceed with mediation in accordance with the mediation rules of the American Arbitration Association. The cost of mediation shall be borne equally by both parties. This process shall be considered as a condition precedent to moving to a more formal or judicial process.
20. Notwithstanding any other provision of this Agreement, neither party shall be liable to the other for any incidental, special, indirect or other consequential damages incurred due to the fault of the other party regardless of the nature of the fault or whether it was committed by the Client or VHB, or their employees, sub-consultants, or subcontractors. Consequential damages include, without limitation, liability for loss of use of the Project or existing property, loss of profits, loss of production or business interruption; however, the same may be caused.
21. In entering into this Agreement, Client has relied only upon the representations set forth in this Agreement. No verbal warranties, representations, or statements shall be considered a part of this Agreement or a basis upon which the Client relied in entering into this Agreement. No statements, representations, warranties, or understandings, unless contained herein, exist between Client and VHB.
22. Nothing contained in this Agreement shall create a contractual relationship with, or a cause of action in favor of, a third party against either the Client or VHB. VHB's services under this Agreement are being performed solely for the benefit of the Client and no person or other entity shall have any claim against VHB because of this Agreement. In addition, nothing herein shall be construed as creating a contractual relationship between the Client and any VHB employee, representative or consultant. The Client agrees that in the event of a dispute regarding this Agreement or the services rendered by VHB hereunder, the Client shall only seek recourse against VHB and waives any right to pursue a claim against VHB's individual directors, officers or employees.
23. Any taxes or fees, enacted by local, state, or federal government and based on gross receipts or revenues, will be invoiced to and payable by Client as an additional amount due under this Agreement.
24. This Agreement shall be governed and construed in accordance with the laws of the Commonwealth of Massachusetts.
25. VHB's commitments as set forth in this Agreement are based on the expectation that all of the services described in this Agreement will be provided. In the event Client later elects to reduce VHB's scope of services, Client hereby agrees to release, hold harmless, defend and indemnify VHB from any and all claims, damages, losses or costs associated with or arising out of such reduction in services.
26. Client understands that the requirements of the Americans with Disabilities Act ("ADA") are evolving and will be subject to various, potentially contradictory interpretations and applications. VHB will use its reasonable professional efforts and judgment to interpret applicable ADA requirements and other federal, state and local laws, rules, codes, ordinances and regulations as they apply to the project. VHB cannot and does not warrant or guarantee that Client's project will comply with all ADA requirements or ADA interpretations.



Ref: 84450.07  
January 12, 2016  
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***(The following terms are applicable for Project sites located in Massachusetts)***

27. In accordance with the Massachusetts General Laws Chapter 21E, the performance of the services contained in this Agreement may require the engagement of a Licensed Site Professional (LSP) registered with the Commonwealth of Massachusetts under Massachusetts General Law Chapter 21A and the regulations promulgated by the Massachusetts Department of Environmental Protection (MADEP) thereunder (collectively the LSP Program). These laws and regulations place upon the LSP certain professional obligations owed to the public, including in some instances, a duty to disclose the existence of certain environmental contaminants to the MADEP. In the event that any site for which VHB has provided LSP services is audited by the Massachusetts Department of Environmental Protection (MADEP) pursuant to the provisions of the Massachusetts Contingency Plan, VHB shall be entitled to additional compensation to provide such services as may be necessary to assist Client in its response to DEP.
  
28. Client understands and acknowledges that in the event the LSP's obligations under the LSP Program conflict in any way with the terms and conditions of this Agreement or the wishes or intentions of the Client, the LSP is bound by law to comply with the requirements of the LSP Program. Accordingly, Client recognizes that the LSP shall be immune for all civil liability resulting from any alleged and/or actual conflict with the LSP Program. Client also agrees to hold VHB and its LSP harmless for any claims, losses, damages, fines, or administrative, civil, or criminal penalties resulting from the LSP's fulfillment of its obligations under the LSP Program.

**CHAPTER 90 – PROJECT REQUEST**

8/2012

updated

\*2 Original Signed Project Request Forms are to be submitted.

**CONTRACT**

# 50813

Classification: \_\_\_\_\_

Primary Road: \_\_\_\_\_

Local Road: \_\_\_\_\_

City/Town: Grafton

Location(s): Various

Length: \_\_\_\_\_ feet      Width: \_\_\_\_\_ feet

**PROJECT TYPE**

Construction:       Resurfacing:       Engineering:       Equipment:

Other: \_\_\_\_\_

**TYPICAL SECTION DETAILS:** Indicate depths, special treatments, etc... Also please include sketch for Construction/Improvement Projects.

Surface:	_____
Base Course:	_____
Foundation:	_____
Shoulders/Sidewalks:	_____

**SCOPE OF WORK:**

Engineering services contract for subsurface roadway exploration and design

**WORK TO BE DONE:**

Force Account:       Advertised Contract:       Other: On-Call Engineer

Estimated Cost (Please attach estimate and list funding source(s)): \$ 40,000.00

\*\*These funds will pay 100% of Local Road Project costs to the limit of this assignment\*\*

**CERTIFICATION**

The design, engineering, construction, and future performance of the project, including maintenance, is the responsibility of the Municipality. The proposed work will conform to recognized engineering and construction methods. I/We herby certify under penalty of perjury the following: that the project is on a public way, and any necessary takings have been made; that all materials will comply with approved established specifications; that all weights and quantities will be accurate; that equipment rental rates are those established by MassDOT Highway or the advertised low bid; that all documentation will be checked for accuracy, and will be endorsed in accordance with municipal procedures for accountability.

<b>Reviewed by:</b>
Signed: <u>Wendy Otk</u> <u>1/28/16</u> State Aid Engineer      Date
Road Classification Verified: <u>W</u>
Approved for <u>\$40,000.00</u> @ 100% <u>Gulaine</u> <u>1/28/16</u> For District Highway Director      Date

<b>Signed:</b>
<u>Brian Szyba</u> <u>1/13/16</u> Engineer      Date Highway Official's Title
<u>Robert A. Fe...</u> <u>1/22/16</u> Accounting Official's Title      Date
<u>1/19/16</u> <u>Cheryl...</u> Date      Duly Authorized Municipal Officials

The Town Administrator and Assistant Town Administrator will provide a presentation of the FY17 budget.

An update will be provided regarding the information the Board of Selectmen requested at the February 16, 2016 meeting.



**OFFICE OF THE  
TOWN ADMINISTRATOR**

30 Providence Road  
Grafton, MA 01519  
(508) 839-5335  
Assistant Town Administrator: Doug Willardson  
willardsond@grafton-ma.gov  
[www.grafton-ma.gov](http://www.grafton-ma.gov)

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To: Board of Selectmen

From: Doug Willardson, Assistant Town Administrator

Date: February 18, 2016

RE: RMD Facility at 206 Worcester Street

At our Board of Selectmen meeting of February 16, 2016, you directed me to do the following:

- Describe the local permit process for the RMD facility proposed for 206 Worcester Street.
- Contact the Massachusetts Department of Public Health regarding sites within 500 feet of the proposed facility that may be considered places "where children congregate."
- Ask the applicant if he is willing to relocate his proposed business to another site.
- Discuss with the applicant potential parking issues if there are large numbers of patients.
- Discuss with the applicant and review potential solutions to mitigate traffic concerns in the area.

Please find the response and/or result of each of these requested actions below.

**Describe the local permit process for the RMD facility proposed for 206 Worcester Street**

Prior to December 10, 2015, the applicant requested a Zoning Determination from the Building Inspector's Office. On December 10<sup>th</sup>, the Building Inspector issued a zoning determination that the project as proposed is allowed "By-Right." The location is zoned 'Community Business' and per Table 3.2.3.1 Business Uses of the Grafton Zoning By-Law the dispensary would fall under use 1: *Retail establishment serving the convenience goods needs of a local area including but not limited to: grocery, delicatessen, bakery, supermarket, drug stores and similar uses up to 5,000 sq. ft. of floor area per establishment.* Per the By-Law, retail establishments in a community business zone are allowed 'By-Right.'

A 'By-Right' project is one that, as proposed and designed: 1) fully complies with the uses allowed, dimensional rules, parking requirements, and all other zoning requirements of the Zoning District within which it is located; and 2) does not require any further review and approvals by the Planning Board and/or Zoning Board of Appeal.

A Building Permit was issued on January 11, 2016, with the condition that the information contained in the application is correct and that the use of the land and buildings would be in accordance with the application.

As you know, the State Department of Public Health is the permitting agency for RMD facilities and all facilities must meet the requirements found in 105 CMR 725.000, et seq. before a facility can be opened.

**Contact the Massachusetts Department of Public Health regarding sites within 500 feet of the proposed facility that may be considered places “where children congregate.”**

Mr. Gallagher provided a list of sites that may be considered places “where children congregate.” This list was forwarded to the Department of Public Health. The Department of Public Health responded with the following and by stating that there may be additional follow up questions for the applicant or the Town.

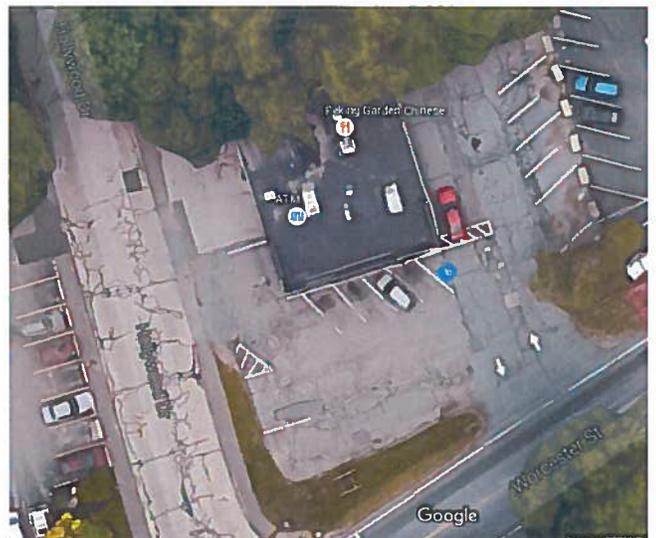
*We have asked the applicant to submit further information regarding its compliance with the buffer zone requirements in 105 CMR 725.110(A)(14) and will evaluate the submission when it is received.*

**Ask the applicant if he is willing to relocate his proposed business to another site.**

The applicant stated that he has spent a lot of time, money and effort on preparing for this specific location. Not only would it be difficult and expensive to consider another location, but he has not been made aware of a viable alternative location. However, the candidate reiterated his willingness to make reasonable accommodations to mitigate any issues surrounding the proposed facility.

**Discuss with the applicant potential parking issues if there are large numbers of patients.**

As shared in the applicant’s presentation of January 11, 2016, the applicant confirmed that there will only be three to five patients as well as a potential of three to five employees at the location at any given time. As shown on the aerial photograph to the right, there are at least 14 parking spaces available at the site. With more and more RMD facilities being opened, three to five patients at any given time seems like a reasonable estimate. This would be less patronage than the previous convenience store and restaurant received. Recently, on the first day of the grand opening of a RMD facility in Lowell, only 60 patients were served. The demand on these facilities



has decreased with the increased number of RMD facilities.

Additionally, the candidate stated he is willing to close the ingress/egress from Hollywood Drive if it is in the best interest of the neighborhood. This would create additional parking spaces. If the RMD facility is opened, the Town will post and enforce no parking along the adjacent portion of Hollywood Drive.

**Discuss with the applicant and review potential solutions to mitigate traffic concerns in the area.**

I have reviewed the traffic study that was prepared for the new Cumberland Farms gas station and convenience store further down Worcester Street. However, that study does not address the intersection at Hollywood Drive and Worcester Street, nor is there any information that could be extrapolated and inferred for the Hollywood Drive intersection.

As mentioned above the number of patrons to the site is expected to be less than those which patronized the previous tenants. A RMD facility will not have a significant negative effect on the traffic at the intersection of Hollywood Drive and Worcester Street as compared to the previous convenience store and restaurant. However, whether the site is a convenience store, RMD facility or vacant, turning left from Hollywood Drive onto Worcester Street can be hazardous. I have contacted Mass DOT to determine if there is anything that can be done to make traffic flow through the intersection more smoothly and safely. Mass DOT District 3 will perform a traffic signal warrant analysis of the intersection as soon as there is no more threat of snow and they can deploy traffic counters at the intersection.