



Southborough Library Strategic Long Range Plan
“Community Space for All”

Covering Fiscal Year 2020 through Fiscal Year 2024
FY20-FY24

Submitted to the Massachusetts Board of Library Commissioners
by Southborough Library Director Ryan Donovan &
The Southborough Board of Library Trustees
October 1, 2019

Approved by the Southborough Library Board of Trustees at their meeting on 09/17/19

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Mission Statement

The Southborough Library is an innovative, inspirational, and dynamic center dedicated to lifelong learning and interests. The library provides services, programs, collections, and technology to the local community. The building serves as a welcoming environment, facilitates equal access, and provides collaborative space to the public.



Vision Statement

The Southborough Library is the cultural, educational, civic, social, and physical center for the Town of Southborough.

Community Overview

Southborough, Massachusetts was incorporated as a town in July 1727. Southborough borders neighboring Middlesex County and is located on the eastern edge of Worcester County within the Massachusetts MetroWest region. The town occupies 13.79 square miles with 67 miles of town roads and almost 11 miles of state roads. It is intersected by several major highways: including Route 9, Route I-90, (the Massachusetts Turnpike), and Route 495. The Southborough Library is located at the intersection of Route 85 and Route 30, in close proximity to Route 9. A majority of Southborough's businesses are located on Route 9, which is a busy highway-like road that runs the length of Massachusetts from Boston through Worcester and west.

Southborough is located on the Sudbury Reservoir, and abuts the towns of Westborough, Northborough, Hopkinton, Ashland, Framingham, and Marlborough. The town is 24 miles west of Boston, 14 miles east of Worcester, and 45 miles north of Providence, Rhode Island. In the 2010 U.S. census, the population was 9,370. Southborough has a Town Meeting form of government which meets once every April, and is managed by a Board of Selectmen, consisting of five elected members. A Town Administrator is tasked with managing the day to day affairs of the community.

The Town operates three elementary schools: Finn, Woodward and Neary; and one middle school, Trottier. Southborough students may attend one of two regional public high schools: Algonquin, located in Northborough, which serves both towns, and Assabet Valley Regional Technical School, which is located in Marlborough, accepts students from seven towns. There are two private boarding schools in Southborough: The Fay School, grades 1-9, and St. Mark's, grades 9-12. These private schools physically border the library. The New England Center for Children (NECC), known worldwide for its programs for autistic children, is also located in Southborough.

According to the latest federal census data in 2010, the population of husband-wife households in Southborough was well above the national average (74% of men and 74% of women over 15 were married, compared to the national average of 48.4% for men and 71.9% for women). The median age of people living in Southborough was 41.7 years. The number of people under the age of 5 living in Southborough was 515, or 5.3% of the total population. There were 6,758 people above the age of 18, which represented 69.2% of the entire population compared to the national average of 76.00%. People 65 years of age and over comprised 8.1% of the population (1,101), compared to 13.00% nationally. The median household income was \$143,581 (American Fact Finder).

Planning Methodology

The Southborough Library's initial strategic planning process began in September 2018. Library Director Ryan Donovan created a community survey in order to garner initial community feedback from town residents. This survey was provided at the Children's Room desk, on the Main Floor circulation desk, and distributed at the Southborough Town House. The survey was also available online via SurveyMonkey and directly linked on Facebook, Twitter, and the library's website: <http://www.southboroughlib.org/southborough/>. In total, 355 Southborough residents completed this survey. It formed the initial basis of this plan.

In lieu of forming a Strategic Planning Committee, the Southborough Library held two open Strategic Planning Forums open to the general public on April 2 and May 29. The first forum, which 31 people attended, occurred in April, and was co-facilitated by Kristi Chadwick from the Massachusetts Library System. She conducted an exercise to assess the library's Strengths, Opportunities, Aspirations, and Results (SOAR - see Appendix 2). The second meeting, with 10 attendees, was facilitated by Ryan Donovan on May 14 and included a visioning exercise. The committee members participated in a Start-Stop-Continue model (see Appendix 3), applying this to their ideal vision of the library. Both forums incorporated feedback into revising and updating the library's Mission Statement and Vision Statement.

The community survey and strategic planning forums identified young adults and seniors as underserved populations in regards to library programming, one of the key areas identified in the survey. As a result, two off-site focus groups were convened. A focus group with pre-teenagers was planned and conducted at Trottier Middle School in coordination with school librarian Audrey Alenson. It was facilitated by Aileen Sanchez-Himes and Ryan Donovan on June 11 with a total of 10 student participants. A focus group with seniors was planned and conducted at the Southborough Senior Center in coordination with center director Pamela Le Francois. It was facilitated by Patricia Ellis and Ryan Donovan on June 12 with a total of 12 senior participants. The focus group questions and responses are included in this plan (see Appendix 4).

A key component lacking in the community/stakeholder input was feedback from library staff. A final staff-focused survey was created and made available online via SurveyMonkey in late August / early September 2019. Library staff members were encouraged repeatedly to participate. Staff responses and input are included as part of the overall plan (See Appendix 5). A total of 8 staff members voluntarily participated in the staff survey and provided feedback.

Needs Assessment

The Southborough Library is beloved and enjoyed by the residents within and outside of Southborough. The community survey (Appendix 1) and strategic planning forums affirmed this fact. It also brought to light that users ultimately want more from their library. Targeted areas include: Marketing and Promotion of Library Services, Variety of Programs and Library Hours, and Strengthening and Improving the Library Facility. Additional Goals were also added as targeted areas to include community input wants and trends that don't fit into the 3 main categories.

Feedback generated from the two focus groups also emphasized the ideas of increased programming opportunities, strengthening community partnerships, and the library's role as an informational hub within the Southborough community. These ideas are emphasized within the library's revised mission statement. Users provided observations that helped develop long range goals that the library hopes to achieve in the next five years. The following list of goals specifically covers FY20-FY24. They are not prioritized.

The categories are:

(a) Goal: Marketing and Promotion of Library Services

Objective – Increase the amount of library card holders in the Town of Southborough.

Action – Strive for a minimum of 500 new cards issued in the first 2 years.

Action – Reach for 1,000 new library cards issued by the end of 5 years.

Action – Work with C/W MARS to develop an offline, print card application form.

Action – Develop a patron incentive proposal for a “Refer-A-Friend”-type program.

Objective – Better advertise/promote existing library programs across all age demographics.

Action – Focus on the e-newsletter and social media in library advertising efforts.

Action – More print advertisements, both inside and outside the library.

Action – Engage in local outreach efforts which will help get the word out more.

Action – Recruit volunteer library ambassadors to reach parents, teens, seniors, etc.

Objective - Expand the library's online marketing strategy on new web platforms.

Action - Involve more staff in updating the website, Facebook page, and Twitter.

Action – Establish a staff “Web Team” that aids in updating the library’s main rotator.

Action – Create and update a Southborough Library Instagram account.

Action – Work with website vendor to establish website analytics.

Objective – Sustain and expand partnerships with Southborough community-based organizations.

Action – Work with the school superintendent’s office to make the library a bus stop.

Action – Work with Chestnut Hill Farm on outreach and partnership opportunities.

Action – Educational partnerships with local, public, and private schools.

Action – Explore potential partnerships with SYFS, Recreation, and other departments.

Objective – To strengthen, continue, and enhance library programming efforts for all ages.

Action – Work with Southborough schools to explore feasibility of after school programs.

Action – Offer staff-led or volunteer-led programs aimed at a teenage audience.

Action – Seek out grant opportunities and the town budget for program funding.

Action – Develop a community volunteer led tutoring initiative for young children.

(b) Goal: Variety of Programs and Library Hours

Objective – Explore the possibility of the Southborough Library being open more.

Action – Cost/benefit analysis, staffing issues for: Sunday afternoon hours.

Action – Cost/benefit analysis, staffing issues for: Monday evening hours.

Action – Cost/benefit analysis, staffing issues for: Saturday summer hours.

Action – Explore whether it would be beneficial to close the library at 8:00 PM.

Objective – Establish, implement, and sustain a Library Seed Exchange.

Action – Conduct site visits at libraries that offer this service, gain relevant feedback.

Action – Obtain seeds from a variety of sources, community partners, and individuals.

Action – Work with Open Space Preservation Commission on associated programs.

Action – Understand and plan for any associated recurring costs involved with this effort.

Action – Assess usage and interest; determine whether to continue.

Objective - Provide educational classes on technology available to use at the library.

Action – Create and implement library-offered database assistance classes, i.e. Mango.

Action – Provide offsite database tutorials for students and Senior Center members.

Action – Develop open-ended help sessions for all technology, i.e. “Device Advice.”

Action – Designate “eBook Help Hour” sessions for patrons learning Libby / Overdrive.

Objective – Aim programs at underserved populations; older children, teenagers, and seniors.

Action – Establish new/additional book clubs for these age demographics at varied times.

Action – Gain input with additional feedback opportunities on popular program initiatives.

Action – Continue with outreach efforts at Southborough schools and the Senior Center.

Action – Create a staff-led Teen Advisory Group which would include input from teens.

(c) Goal: Strengthen and Improve the Library Facility

Objective – Prevent future flooding / water intrusions into the library’s lower level.

Action – Establish a step-by-step plan on how to restore operations from any future flooding.

Action – Continue to engage and coordinate with Town Facilities and DPW departments.

Action – Work with independent consultants and water remediation specialists on a plan.

Action – Explore the feasibility of moving the library to a new site if / when necessary.

Objective - Analyze, plan, and potentially design improvements or an expansion of the library.

Action - Apply for MBLC Planning & Design grant when the next grant round is announced.

Action - Identify whether the library can be renovated and flooding can be prevented.

Action – Explore whether a new library facility is desirable and where it could be built.

Action – Determine associated costs with repairing / keeping the library at current site.

Objective – Complete the Teen Room in the library’s lower level for use by Young Adult patrons.

Action – Determine if the Teen Room should be established as a staffed service point.

Action – Establish LSTA funded “Idea Lab” with technology for educational/program use.

Action – Work with Southborough Police Dept. to make sure space is secure and safe.

Action – Assign staff to maintain collection, shelve material, and host programs in the space.

Objective – Maximize interior and exterior space of library building and grounds.

Action – Continue collaboration with Southborough Gardeners, re: library gardens.

Action – Meet the needs of library programs by evolving and improving event space.

Action – Continually update and review a “wish list” of desired items for public use.

Action – Work with Friends group to identify storage needs for bi-annual Book Sales.

(d) Goal: Additional Goals

Objective - Provide necessary training and support to Southborough Library staff.

Action – Cross-train employees on relevant library systems, such as TixKeeper platform.

Action - Work with town’s personnel board to identify in-house training opportunities.

Action – Support and fund staff to engage in local and distance professional development.

Action – Work with C/W MARS and MLS to provide training relevant to staff needs.

Objective – Continue writing grants to support library programs and new initiatives.

Action – Identify annual plan for potential grants from the Southborough Community Fund.

Action – Decide which programs would be a good fit for the Cultural Arts Council.

Action – Explore relevant LSTA grants that would aid in objectives within this plan.

Objective – Develop better signage throughout the library building.

Action – Create a list of current signs that need to be updated and replaced.

Action – Identify areas in need of signs, and make them consistent with existing signage.

Action – Train staff in online Canva platform to create program flyers and signs.

Action – Create standardized templates that can be modified and updated when needed.

Objective – Continue to provide a community space and library services and materials for residents.

Action – Provide excellent library materials that make us a desirable “net lender” library.

Action – Obtain patron suggestions on collections / programs and work to implement them.

Action – Work with Facilities Dept. on making the space comfortable, i.e. HVAC, furniture.

(e) Potential Timeline for Long Range Strategic Goals

Strategic Goal	FY20	FY21	FY22	FY23	FY24
Educational Collaborations – work with Southborough schools on joint partnerships.	X	X	X	X	X
Enhanced Marketing – push library information out to the greater local community.	X	X	X	X	X
Expanded Promotion – repeatedly find opportunities to relay library services.	X	X	X	X	X
Create Library Instagram – find library images that connect users to programs; update daily.	X				
After School Programs – identify opportunities for after school activities/programs for children.	X	X	X	X	X
Young Adult Events – establish regular, ongoing programs for ages 13-18 at the library.	X	X	X		
Expanded Hours – explore pros/cons of library open summer Saturdays, Monday evenings, etc.	X	X	X	X	X
Library Seed Exchange – work on creation, implementation, and sustainability of seed lending.	X				
Database Tutorials – develop classes that train users on how to utilize library e-resources.	X	X			
Device Advice Help – identify open-ended avenues of technology assistance for users.	X	X			
Outreach Efforts – make sure the library has a presence at important community events.	X	X	X	X	X
Flooding Prevention – continue to prepare and take action against lower level flooding.	X	X	X	X	X
Renovation / New Library – work with MBLC on planning and design for library facility.	X	X	X	X	X
Security and Safety – work with Southborough Police on making the library a safe space.	X	X	X	X	X
Teen Room – come up with a plan for library’s space and materials for young adults.	X	X	X	X	X
Better Signage – clearly identify and label different areas of the library collection.		X	X	X	
Staff Development – identify staff improvement areas for training on an ongoing basis.	X	X	X	X	X

Sources

In the Community Overview section (page 4) several data points were used for town demographics.

- American FactFinder.

http://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

- Southborough Library.

<http://www.southboroughlib.org/southborough/>

- Town of Southborough.

<http://www.southboroughtown.com/>

- United States Census 2010.

<http://www.census.gov/2010census/>



Acknowledgments

This plan would not have happened without the involvement and participation of the Southborough Library Board of Trustees. The full board came to the first Strategic Planning Forum, and two Trustees were able to participate in the second forum. Thanks to Marguerite Landry, Nicole De Bonet, Jane Davis, Amy Vachris, Kim Regan, and Richard Wallace. Thank you to all the members of the forums that came, including specifically Judy Budz, Freddy Gillespie, Betsy Rosenbloom, and Jessica Devine who followed up multiple times after the forum ended. Thank you Kristi Chadwick from MLS who led the first forum event.

Aileen Sanchez-Himes created the focus group questions, co-led the Trottier Middle School Focus Group, and worked to refine and revise the library's Mission Statement. Special thanks to the library's staff that contributed feedback for the library's focused staff survey, and to the following staff members who helped proofread early drafts of the Needs Assessment section: Kim Ivers, Pat Ellis, Leah Selleck, Val De Angelis, and Nickaela Fiore-Keys. Pat Ellis co-led the Senior Center Focus Group. Thank you to all the users that took the community service and all the pre-teens and seniors that participated in the focus groups.

Appendix 1

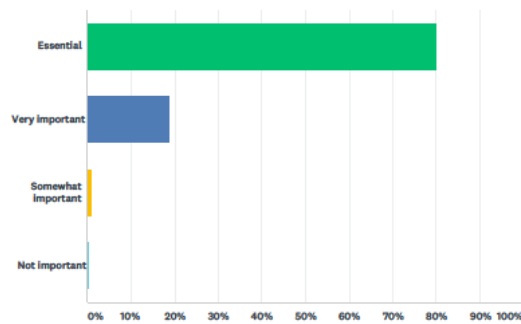


<https://www.southboroughlib.org/ckfinder/userfiles/files/strategicplan/2018surveyresults.pdf>

Southborough Library - StratPlan Community Survey 2018

Q1 Do you consider your local public library to be an important service to the community?

Answered: 354 Skipped: 1



ANSWER CHOICES	RESPONSES	
Essential	79.94%	283
Very Important	18.93%	67
Somewhat Important	0.85%	3
Not Important	0.28%	1
TOTAL		354

Appendix 2

Strategic Planning
SOAR Exercise
Southborough Public Library
April 2, 2019

Strengths

Staff – Friendly, helpful, knowledgeable, small-town feel during growth	Bookdrop
Support from residents	Self-checkout
Up to date collection	Free coffee
Great service	Length of borrowing items
Variety of programs	Holds kept for you
Location – popular, easy to access, center of town	Public forum for town issues
Ability to house meetings	Will try new programs
Serves as a gathering place – not many options in town	Library works with other groups in the community, builds community (Art in Bloom students)
Children’s activities	Museum passes
Bring your kids for free	Book sale
Strong literacy focus for kids	Good meeting spot for tutoring
Summer Reading Program	Freegal program
Strong group of trustees	Wifi
Great group of Friends and volunteers (Diana!)	Computer use
Open 54 hours a week	Library will get books recommended by organizations
Comfortable place	Front area display
Online system for holds & borrowing	Social center for town, residents connect in ways they cannot other places
Historic building	Serves all ages
Provides a place to study or do work	New Children’s room space and staff
Part of consortium – can borrow from other libraries	YA area
Access to different material formats	Fines for food pantry
Fast delivery	Art exhibit
Return other library items here	Lots of artwork displayed
	Lots of volunteer support
	Historical displays and information
	Service-oriented director

Staff knows your name
Kids read to dogs program

Opportunities

Sunday hours/increase open hours
Later hours on Friday
Develop outdoor seating and space
Renovation of entire building, but preserve the façade
Weekend hours during summer
Parking – issues during winter, Main Street development
More collaboration with schools
Target tweens and teens beyond the book clubs
More technology – variety and instruction
Partner with historical society to display collection
Adult book club – bar/beverages
Partner with business community
Develop Library of Things – board games
Parent education resource center
Foreign language items
Musical programs
More space for activities
More connection to other libraries – Boston Public Library
Southborough Library app
Seed library – active gardening groups
Community center – take the long view with Town and resources
Long range capital planning
Use current space creatively
More digital materials
Local farm partnership

Aspirations

Café with food and beverages
No more flooding
Performance space – music/theater/multimedia – stage
Music & Dance lessons
Language learning programs
English Conversation Circles
Collaboration with schools
Enough money
Larger meeting rooms
Community center
Casual conversation space inside and outside
Tech/STEM Lab/Creator space
Robotics
Satellite library services in community
After school rap sessions
Gaming events
Bookmobile
Art gallery
Study rooms
Front entrance that works/front steps
“Library that is the envy of Mass libraries”
Better HVAC
Teens would come
Keep small town, local feeling, charm
Bluetooth services/listening devices for hard of hearing
Movie Theater
Evolve with community, stay relevant
More staff, more focus in library areas
Proactive, predictive activity – e-alerts
Better outdoor lighting
Ongoing relationship with historical museum
Every resident has library card/uses library
Better publication of events
Enhance outdoor landscaping

More magazines
 Traveling exhibits
 better website
 Bigger children's room
 Space for teens
 Natural light
 Historical collection room
 Homebound delivery
 Video conferencing technology
 Zero carbon footprint
 Public food amenities – microwave

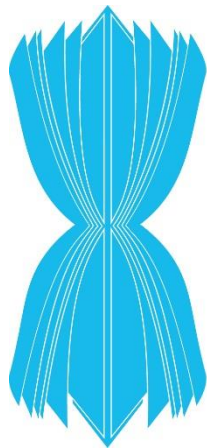
Results

Engages everyone in town
 Increased circulation
 More foot traffic
 More financial support for the library
 Increased advocacy for the library
 Increased requests for more materials
 More conversation about the library
 Community is more connected
 Improved customer service results
 Increased support from Town Manager & committees
 Recognition by local politicians
 Better public relations
 New building and parking lot with same façade

Better informed residents
 More access to resources
 New carpets
 Increased media coverage
 Social media interactivity
 Frequency of use is increased
 Increased awareness of services/programs
 Higher home values
 More volunteers and Friends members
 Reputation of kids using library is that they move on to big achievement
 Everyone thinks the library is for them
 More programs
 More groups meeting at library
 Full tables
 High energy and quiet spaces

Final Thoughts

Open Space Preservation Commission – meeting & material space in library which is available for the community
 Art Council requested meetings for after Hours
 Library as Community Center
 Greatly increased budget
 Create a library endowment?



SOUTHBOROUGH LIBRARY

Notes from Start/Stop/Continue

START

- Open on Sundays (hours)
- Author Talks/writing process; speaker series
- Art film series - independent
- Equipment loans - power tools
- Open a cafe/coffee shop
- Discussion groups - town history
- Neutral spaces - civilized discussion - ground rules est.
- Chalkboard or whiteboard
 - Outside
 - Community involvement
 - Meeting space/conference spaces
- Tutoring spaces
- An attractive, welcoming entrance
- Book return sorter
- Sports- support, “pub experiences”/boston teams
- nice , physical space - writing center
 - Lights, comfortable furniture
- Welcoming exterior seating/gathering place
- Diversity education programs
 - Cultural, social studies (connect with/in schools)
 - Clothing
- Drive thru - books

- Statewide library card
- Oral history preservation w/teens and historical commission
- Sister libraries - international
- Adding business periodicals and papers
- To be opening and welcoming to art and art exhibits

STOP

- Weeding books due to space
 - Having a small library
- Closing historic entrance in winter
- Physical boundaries to library space
 - Being non-wheelchair friendly
- Flooding with children's library/rooms
- Eliminating overdue library fines?
- Having the upstairs carpet
- Closing on Saturdays in the summer hours (hours)
- Closing early on Monday nights (hours)
- Community partnerships (e.g. SCAC, D. Johnson, other school/town dept)
- Programming - children's
- Purchasing books
- Evaluation digital options/services
- Providing comfortable furniture
- Volunteer initiatives - senior tax work program
- Book sale; free coffee
- Trying new things
- Social activities
- Museum passes
- Having a web presence/good website

CONTINUE

- Proposing the cost on increased hours
- Doing everything
- Being friendly and welcoming
- Putting events on FB/Social media
- Making the library better
- Looking at trends and best practices

Appendix 4

Focus Group Questions

Do you go to the library?			
How often do you visit the library?			
When is the best time for you to get to the library?			
How do you get to the library?			
What do you do when you're at the library?			
What things would you like to do when you're at the library?			
How often do you go to programs or events at the library?			
What kind of programs or events do you go to at the library?			
What kind of programs or events interest you/would you go to at the library?			
What things do you borrow from your library?			
What things would you borrow from your library?			
What services would you use at your library?			
Did you know that you can....at the library?			
How do you find out what's happening at the library?			
What is the best way for you to find out what's happening at the library?			
How would you like to find out what's happening at the library?			
What is the most important thing a library offers?			
What would you like to see, have, or use at your library?			
What can we do to make your library experience better?			

Notes from Trotter School Focus Group 6/11/19

Do you have a library card?

8 with, 2 kids without - 1 with at Belmont

Do you go to the library?

Just a few times a year.

Trotter library has everything you need.

How often do you go to the library?

“Twice a year” - “Five times a year” - not everyday

-Daily

-Weekly

-Monthly

-Occasionally

-Rarely

When is the best time to get to the library?

After school - on the weekends

How do you get to the library?

We would like a bus stop

Car

Parents go

“I couldn’t even if I wanted to.”

“I walk to Mauro’s Market and it’s right up the street from there.”

What do you want to do when you’re at the library?

Read books

I come for a specific book

Comfy chairs

I don’t really do anything at the library

If I had a better way to get there, I would go there to do homework.

7 said they use the library during vacation

I would stay in the morning, then stay until the afternoon.

What things would you like to do when you’re at the library?

Homework

Watch Netflix

Research

If there are clubs at the library - Homework Club, Creative Writing Club, Girls Who Code

Watch anime

Live animal programs

Didn’t know about crafternoons

Watch TV and talk about it

Book

If there is manga there, we will go to the library

Suggested Manga Titles

-Fairy tale

-My hero academia

-Pandora hearts

-Requiem of the rose king

What kinds of programs/events do you / would you go to at the library?

-Internet/computers

How often do you go to program/events at the library?

Ipads with kid’s games

What kinds of programs/events would you like to see at the library?

“I would like south Korean TV shows”

Little drawing corner

“Bring more dangerous animals”

Didn’t know about museum passes, telescopes, crafternoons

Social media

Morning announcements

Announce bus routes - if we are going

Notes from Senior Center Focus Group 6/12/19

- 12 Seniors
- Most people drive

HOURS

- Mornings, mid-morning
- 10:00 AM opening time
- “It should be up to the people that work there.” - Janice Guyer

ACTIVITY

- Check out books
- Don't know about programs - would like an e-newsletter
- Channel 36 - SAM
- 4 people are active Framingham Library

PROGRAMS

- Nature programs
- Politicians when they are running
- Pru's poetry - “The Poet Tea”
- What would you like to see?
- Adult storyteller
- Concerts - classical. Framingham has a piano. Brazillian music. Sundays.
- Thursday night lectures “like Ted Talks.”
- Civics - federalist papers. Seminar.

BORROWING

- DVDs
- Audiobooks
- Magazines
- Travel books
- Some electronic books, maybe 2.
- What would you like?
- Seed lending - flowers- consensus was that it should be ongoing
- Tie in Tower Hill Botanic Garden / Garden in the Woods
- Like the idea of the circulating puzzles
- Didn't know about the telescopes
- Hoopla
- Tutorials? Ebooks? Computers?
- Pleasant staff, knowledgeable, nice / Popular.
- “Everyone is very friendly. It's a pleasure going to the library.”
- Gardening interest group
- Topical programs / Traveler's group / Love going online / reserving book

Library Staff Focus Group Questionnaire

Thursday, September 12, 2019

Powered by  SurveyMonkey

Library Staff Focus Group Questionnaire

#1

COMPLETE

Collector: Email Invitation 1 (Email)
Started: Wednesday, September 04, 2019 3:54:43 PM
Last Modified: Wednesday, September 04, 2019 4:16:52 PM
Time Spent: 00:22:08
Email: kivers@southboroughma.com
IP Address: 71.164.219.170

Page 1

Q1 Does the library currently have enough staffing overall?

No,

Comments::

It actually depends on the daytime. Sometimes it feels as if we have too many staff working at one time, and other times we need more. Sometimes it is hard for full time staff to complete projects, but we also can't have too many staff members in a small place at once since there is not enough workspace. Saturdays and times when we are running programs we often don't have enough staff members.

Q2 Does the library need a new full-time Young Adult Librarian?

No,

Comments::

We need a Young Adult person, but I don't know if it is a full time job. We need someone to plan and lead YA programs and we also need someone to staff the YA space at certain times and days. Hiring a full time librarian with Young Adult experience but the ability to also do other work might be a better option.

Q3 Is the Assistant Director position important for the future of the library?

No,

Comments::

At times, the Director does need help and input with projects or other tasks. However, having a full time Assistant Director does not seem logical for a library of this size. Staff members who can assist the Director when needed but also do circulation, cataloging, programming, and any other necessary tasks seem like a better use of people and funds.

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<https://www.southboroughlib.org/ckfinder/userfiles/files/strategicplan/surveystaff2019.pdf>