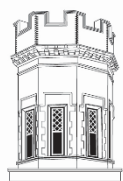


FY2025-FY2026 BRIDGE PLAN



**UXBRIDGE
FREE PUBLIC
LIBRARY**

15 North Main Street
Uxbridge, MA 01569

*Submitted by:
Christopher Powloka, Director*

*Approved unanimously by the
Board of Library Trustees on
November 21, 2023*

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EXECUTIVE SUMMARY

The Uxbridge Free Public Library's FY2025-FY2026 Bridge Plan is a purposeful and adaptable roadmap shaped by the invaluable input received through the preparation of our Library's Building Program earlier this year. In this two-year bridge plan, we outline key initiatives that will propel us forward over the next two years, ensuring that we remain responsive, adaptable, and attuned to the unique needs of our community.

The library is more than a repository of books; it is a vital community center, a hub for connection, and a source of inspiration for lifelong learning. In the next two years, we are committed to strengthening our role as a welcoming community center space. This includes initiatives to enhance accessibility, both physically and digitally, ensuring that everyone in our community feels invited and included. To further this goal, the Library intends to submit a grant application for the Massachusetts Public Library Construction Program in May 2024.

To better serve the diverse interests of our patrons, we will develop new offerings—innovative programming and curated collections designed with your preferences in mind. Our goal is to provide enriching experiences that cater to the varied needs and preferences of our community members. Recognizing the significance of community partnerships, our Bridge Plan also places a strong emphasis on establishing and fostering relationships within the Blackstone Valley. Through collaboration with local organizations, businesses, and residents, we aim to create a network that enhances the overall well-being of our community.

Furthermore, the Uxbridge Free Public Library aspires to be a vital partner in the study of local history. By curating resources, organizing events, and actively engaging with the community, we seek to preserve and celebrate the rich history of the Blackstone Valley, ensuring that it remains a source of pride and knowledge for generations to come.

To fortify our ability to fulfill these objectives, this plan also places a spotlight on strengthening the library's organizational capacity. By investing in staff development, streamlined processes, and institutional advancement, we aim to create a resilient and agile organization that can adapt to the challenges and opportunities that lie ahead.

As we embark on this two-year journey, we invite your continued active participation and feedback. Your support is vital as we work collectively to make the Uxbridge Free Public Library an even more integral part of our community. Thank you for your ongoing support and commitment to the library's mission.

SUMMARY OF FY2025-FY2026 BRIDGE PLAN GOALS

The goals identified for the Uxbridge Free Public Library over the next two years have been informed by the conclusions of the Library's Building Program and by changing trends in library services and patron interests. This Bridge Plan builds on the goals and objectives identified in the 2020-2024 Long Range Plan.

The Library's strategic goals are:

1. The Library will **serve as a welcoming community center space for all.**
2. The Library will **identify and develop new offerings for patrons.**
3. The Library will **establish and foster relationships within the Blackstone Valley.**
4. The Library will **be a partner in the study of local history by providing a relevant collection of materials that chronicle the rich past of the Blackstone Valley.**
5. The Library will **strengthen its organizational capacity and workplace culture to provide superior customer service.**

OUR PROCESS

The FY2025-FY2026 Bridge Plan is rooted in the framework of the Library's existing Long Range Plan, but it incorporates the insights gained during the preparation of the Library's Building Program.

To complete the needs assessment in support of the Library's Building Program, a survey was launched on November 14, 2022. The survey generated 354 responses over nearly two and a half months. The need for accessibility, parking, increased collection space for books, and meeting spaces were identified as the most important library issues among patrons. Among physical collections, books for all ages were rated as the most important, and an interest in increased programming was also identified. The Library also held two focus groups (a staff focus group and a joint Trustees/Friends focus group) and two public forums using the SOAR format. For more information about the results of the survey and focus groups, please refer to [Appendix II of the Library's Building Program](#).

A working group of four Library Trustees — Mary Jo Bazarian Murray, Barbara Hall, Sylvia Ann Fields, and Allison Lurie — and Director Chris Powloka met in November 2023 to evaluate the Library's existing strategic goals, objectives, and activities. It was agreed that many of the existing Long Range Plan's goals and objectives were still viable and were based on activities that had not yet been achieved. During this discussion, it was also agreed that a focus on staff needs and organizational capacity would be an invaluable addition to the library's strategic goals. Further, this Bridge Plan reflects the discussions and recommendations of the Library Trustees Subcommittee for Space Usage. The subcommittee met regularly from November 2022 through June 2023.

OUR MISSION, VISION, AND VALUES

Mission Statement

The mission of the Uxbridge Free Public Library is to provide community members with global access to informational, educational, and recreational resources in order to meet their cultural and social needs. The library will fulfill this mission and achieve the following:

- Encourage and promote literacy for children, teens, and adults
- Provide exploration of the community through historical, artistic, and informative programs
- Educate patrons about the multiple collaborative library networks that are available for research and enjoyment
- Maintain a well-informed staff that is enthusiastic and dedicated to patron needs

Vision Statement

The Uxbridge Free Public Library will be the gateway to lifelong learning by offering a full spectrum of services, materials, and events to all community members. We are dedicated to providing:

- Accessibility to the building that will include expanded parking and handicap access, both inside and out
- Technology to extend and enhance patron experience
- Partnerships with the community and its organizations for the best possible services

Values Statement

The Uxbridge Free Public Library — its Board of Library Trustees, Friends of the Library, and staff — are committed to upholding the following values:

- Provide equal, respectful, inclusive, and friendly service to all
- Promote a welcoming, inviting, and safe place for all
- Be active members of the community

LIBRARY STAFF

Christopher Powloka, Library Director
Sonya Campbell, Assistant Library Director and Youth Services Librarian
Susan Bedard, Adult Library Technician
Judy Byrnes, Youth Library Technician
Emily Cole, Youth Library Technician
Cathi Jo Goodwin, Youth Library Technician
Zachary Parrish, Adult Library Technician
Georgia Oakley, Library Page
Lily Turenne, Library Page

BOARD OF LIBRARY TRUSTEES

Life Trustees:

Chairman: Mark E. Francis
Vice-Chairman: Judith P. Lynch
Treasurer: Cristina Silva
Ellen Kroll
Mary Jo Bazarian Murray
Mark Wickstrom

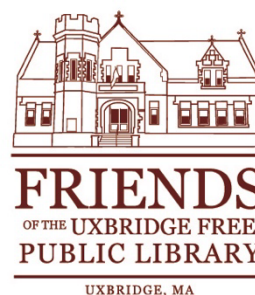
Elected Trustees:

Secretary: Mary Anderson
Lisa Bertonazzi
Sylvia Ann Fields
Barbara Hall
Gerald Lemire
Allison Lurie

The Board of Library Trustees governs the Uxbridge Free Public Library and advocates for the Library to the public and at Town Meeting. Six Trustees are elected by Uxbridge voters for three-year terms, and six more are Life Trustees appointed when a vacancy occurs by the remaining Life Trustees. The design of the Board was a stipulation in the original grant of the building. The Board of Library Trustees develops and maintains library policies, sponsors adult and children's programs, purchases museum discount passes, purchases material for the collection, and pays for repairs and renovations from restricted Trust Funds outside of the library's municipal appropriation. The Board meets every third Tuesday of the month (except in July).

FRIENDS OF THE LIBRARY

President: Deborah Baisley
Vice President: Laura Derderian
Secretary: Gail Newcombe
Treasurers: Jackie Wheelock & Jill Psuik
Membership: Meg Janci
Nominations: Kay Klos
Publicity: Madonna Terlizzi
Member-at-Large: Sharon Ross



The Friends of the Library was founded as a non-profit group, whose purpose is to support and promote the services and programs of the library.

OUR COMMUNITY

Geography and Location

The town of Uxbridge contains 29.5 square miles of land area, about 8% of which is permanently protected open space. Situated in the Blackstone Valley, it is 38 miles southwest of Boston, 15 miles south of Worcester, and 25 miles north of Providence, Rhode Island. The town is bisected by three rivers: the Blackstone, the Mumford, and the West. Transportation to and from Uxbridge is aided by easy access to the Massachusetts Turnpike (I-90), I-495, and I-395. State highways 16, 98, 122, and 146 also serve the town.

Population

According to the 2020 US Census, Uxbridge’s population is 14,162, a 5.2% increase since 2010.

Age Distribution

According to the 2020 US Census, the median age of Uxbridge residents is 45.1, which is higher than the state median of 39.9. Uxbridge has seen a 51.3% increase in its population aged 65 and older since 2010 and a 13% decrease in its population aged 19 and under. This is consistent with trends seen throughout Massachusetts, but the state only saw a 36.5% increase in its population aged 65 and older. It is estimated by the UMASS Donahue Institute that Uxbridge’s population will increase to 17,309 by 2050. In 2050, the Donahue Institute also projects that nearly 40% of Uxbridge residents will be 65 or older.

Age Groups	Residents	% of Total Pop.	+/- % Since 2010
0-19	3,105	21.9%	-12.8%
20-29	1,540	10.8%	+24.5%
30-44	2,417	17.1%	-13.4%
45-54	2,133	15.1%	-14.6%
55-64	2,453	17.3%	+43.6%
65+	2,514	17.8%	+51.3%
Total Population:	14,162		

Source: 2010 and 2020 US Census Demographic Profiles

Race

The vast majority of Uxbridge residents are white (91%). Approximately 3.2% of the population (452 residents) is Hispanic or Latino. According to 2010 and 2020 US Census data, Uxbridge has seen a notable increase in residents who self-identify as “Two or more races” or “Some other race.” Collectively, these residents account for 6.8% of Uxbridge’s population.

Race	Residents	% of Total Pop.
White or Caucasian	12,875	90.9%
Black or African American	115	0.8%
Asian	169	1.2%
American Indian and Alaska Native	29	.2%
Native Hawaiian and Other Pacific Islander	5	0.04%
Some other race	206	1.4%
Two or more races	763	5.4%

Source: 2010 and 2020 US Census Demographic Profiles

Income

The estimated median household income is \$115,890, which is more than \$26,000 above the state median of \$89,026. 3.7% of Uxbridge citizens live below the poverty level compared to 9.9% of the statewide population.

Source: 2021 American Community Survey 5-Year Estimates

Employment

According to the Massachusetts Department of Economic Research, Uxbridge has a labor force totaling 8,159, and September 2023 data shows an unemployment rate of 2.2%. The 2021 American Community Survey estimates that 88% of Uxbridge workers are employed in eight employment sectors. 85% of workers commute to their jobs by car, van, or truck, with the average commute time being just under 35 minutes. 12.2% of employees report that they work from home.

Employment Sector	Employed Residents (2021)	% of Total
Educational Services and Health Care	1,892	22.1%
Retail Trade	1,405	17.9%
Manufacturing	1,118	14.2%
Scientific, Professional, Management, Administration	754	9.6%
Arts, Entertainment and Recreational Services	518	6.6%
Construction	479	6.1%
Wholesale Trade	366	4.6%
Finance, Insurance, Real Estate	369	4.8%
Other	943	12%
Total:	7,844	

Source: 2021 American Community Survey 5-Year Estimates

Housing

According to the 2020 US Census, there are 5,730 housing units in Uxbridge, an increase of 8% since 2010. Of these units, 5,520 are occupied. 4,405 are owner-occupied, while 1,115 housing units are rented. According to the 2021 American Community Survey, the median gross rent in Uxbridge is \$1,344 and the median value of owner-occupied homes is \$362,700.

Education

The vast majority of Uxbridge adult residents have a high school education or greater. In comparison to the overall population of Massachusetts, a lower percentage of Uxbridge residents hold college or advanced degrees, but a higher percentage of residents hold high school degrees or higher.

Education	Uxbridge	Massachusetts
High school or higher	95.4%	91.2%
Bachelor's degree or higher	37.8%	45.2%
Graduate or professional degree	12%	20.4%

Source: 2021 American Community Survey 5-Year Estimates

Town Government and Education

The town adopted a home rule charter form of government in 2002 which specifies an open town meeting, a five-member Board of Selectman, and a Town Manager. Town meeting acts as the legislative branch and the Board of Selectmen serves as the town's chief executive office. The Town Manager has broad powers of organization, oversight, and planning.

The Uxbridge Police Department maintains coverage 24 hours a day and houses the Town of Uxbridge Emergency Communication Center (911 Center), which also dispatches Uxbridge Fire and EMS. The Uxbridge Fire Department is a full-service fire/rescue and EMS combination department and operates from a headquarters constructed in 2018 and a satellite station in South Uxbridge. The department provides EMS services at the paramedic level.

The Uxbridge Council on Aging / Senior Center serves an over-65 population that now includes 17% of Uxbridge citizens, an increase of 5% since 2019. The Center provides a variety of services such as an in-house hot lunch program on weekdays, vaccine clinics, and outreach services. Seniors are also offered transportation to medical appointments. A variety of social activities and programs take place at the Center, including library programs, as well as sponsored field trips and excursions.

The Uxbridge Public Schools have a current enrollment of 1,644 students in preschool through grade 12. The Earl D. Taft Elementary Learning Center houses preschool through grade 3 and is home to 521 students in the current academic year. Whitin Intermediate School houses 590 students in grades 4 through 7. Enrollment at the Uxbridge High School is comprised of 495 students in grades 8 through 12. The Gateway to College has 38 students. The new high school, built in 2012, was named an Innovative Pathway School by the Massachusetts Department of Elementary and Secondary Education in 2018. The Independence Project, a program of Uxbridge High School for students ages 18-22 with disabilities, is a transitional program focusing on life and vocational skills.

There are also several alternative educational opportunities available to Uxbridge students. Our Lady of the Valley is a preschool through grade 8 private school associated with St. Mary Parish. Whitinsville Christian School in Whitinsville offers a private preschool through grade 12 college preparatory program. The Blackstone Valley Regional Vocational Technical High School in Upton offers a technical education to students from the 13 Blackstone Valley towns.

Culture and Recreation

Uxbridge is part of the John H. Chaffee National Heritage Corridor, which includes the Blackstone River and Canal Heritage State Park. The park features a historic towpath along the Blackstone Canal and a visitor center at River Bend Farm. The West Hill Dam recreational area, managed by the U.S. Army Corps of Engineers, offers swimming in a small natural pool and woodland trails for walking, biking, and birding. Both facilities offer a variety of educational programs for children and adults. Pout Pond offers swimming during the summer months.

Equestrians, bikers, cross country skiers, and bicyclists can enjoy entrances to the Southern New England Trunkline Trail. The trail runs 22 miles from Douglas to Franklin through 6 area towns. Nearby conservation properties include Cormier Woods, owned and managed by the Trustees of Reservations, and Meadow Brook Woods, owned by the town of Mendon and located just north of Cormier Woods. Both of these locations offer opportunities for walking or hiking in pristine landscapes. Residents may also take advantage of the Blackstone Valley Greenway, which will eventually be a 48-mile bikeway

connecting Worcester to Providence. This effort is a legacy project of the Heritage Corridor in partnership with state transportation and environmental agencies.

The town has many well-maintained fields for soccer, baseball and football as well as basketball courts, tennis courts, and a skatepark. The Uxbridge Dog Park, opened in 2020, is used by residents throughout the Blackstone Valley. Uxbridge Community Gardens has operated on town-owned land since 2012, offering up to 100 plots for residents to organically grow fruits, vegetables and flowers.

The Blackstone Valley Art Association, based in Uxbridge, holds hands-on demonstrations and workshops and displays exhibits at the Uxbridge Community Gallery. The Community Gallery is also home to an employment program run by Open Sky Community Services.

There are seven churches in Uxbridge: Valley Chapel, Cornerstone Church, Faith Fellowship Church, First Congregational Church, St. Mary Roman Catholic Church, Congregation Maranatha, Inc., and St. Shenouda and St. Karas Coptic Orthodox Church.

History

Located at the confluence of the Blackstone, Mumford, and West Rivers in Worcester County, Uxbridge marks the center of the Blackstone River Valley Heritage Corridor. Prior to colonial settlement, the area that became Uxbridge was the ancestral land of the Nipmuc people. Before the town's incorporation in 1727, it was the western portion of nearby Mendon. Robert Taft, Sr., patriarch of the Taft family in America, established a homestead in 1680 in an area of Mendon that later was incorporated as Uxbridge.

Uxbridge is known for its place in the industrial history of the Blackstone Valley. One of the earliest woolen mills in America was constructed in Uxbridge by Daniel Day in 1810. The Capron Mill, constructed in 1820, was the home of the first satinet power looms in America. The construction of the Blackstone Canal in 1828 and the completion of the Providence and Worcester Railroad in 1848 bolstered Uxbridge's development as an active industrial center. This early industrial growth continued through the 20th century. In the 1950s, the Bachman Uxbridge Worsted Company (the former Capron Mill) was considered one of the most successful woolen and worsted mills in New England. Notably, the first U.S. Air Force dress uniform known as "Uxbridge Blue" was manufactured there.

Quaker citizens of Uxbridge played a critical role in the Town's early history and in the Underground Railroad. Prominent mill owner Effingham Capron was an Underground Railroad station master and the vice-president and founding member of the National Anti-Slavery Society. George Southwick founded the Uxbridge Social and Instructive Library in 1775 and a grammar school in 1788. The Friends Meetinghouse, built in 1770, is located in what was once known as "Quaker City" and is maintained by the Uxbridge Quaker Meeting House Association.

Uxbridge is a growing community that finds ways to breathe new life into its history. The Crown and Eagle Mill was constructed between 1825 and 1827 and was considered a hallmark among Blackstone Valley textile mills. It suffered an extensive fire in 1975 but was restored in 1984 to serve as senior housing. The nearby Blanchard School, constructed in 1873 and closed in 2002, was renovated and expanded in 2019 to provide affordable housing. The Uxbridge Common District, home to the Uxbridge Free Public Library and numerous other historic buildings, is listed on the National Register of Historic Places and remains the heart of the center of Uxbridge.

OUR LIBRARY – PAST AND PRESENT

History of the Uxbridge Free Public Library

Uxbridge has a long tradition of library service. The Uxbridge Social and Instructive Library was organized in 1775 as a storefront subscription library. In 1812, the Uxbridge Second Social Library succeeded the original. The Uxbridge Library Association was founded in 1828 and eventually offered its collection to the town with the proviso that a free public library be supported. The town accepted the offer on April 6, 1874, and with the approval of voters, six trustees were elected. The dog fund, which provided \$275 in library support, was then appropriated, and the Uxbridge Free Public Library opened to the public on January 20, 1875 in the F.W. Barnes jewelry store where it was housed for 14 years. The library collection comprised the holdings of both Uxbridge Library Association and the Uxbridge Agricultural Library Association.

In 1893, Mr. Edward Carrington Thayer of Keene, New Hampshire, a native of Uxbridge, proposed to build and donate a library to the town in memory of his parents. His conditions for the maintenance and use of the building were met with unanimous approval. Mr. Thayer's stipulations form the basis of the library's current by-laws. In 1894, a little over a year after the town meeting ratification, the Thayer Memorial Building opened to the public. At an estimated 5,400 usable square feet, the beautifully furnished new library was designed to house a collection of 6,750 volumes of books and to serve approximately 3,500 residents.

The Uxbridge Free Public Library has been housed in the Thayer Memorial Building for nearly 130 years. During that time, the building has been well-maintained but has remained substantially unchanged on the main floor and the second floor. A portion of the basement was converted into a Children's Room in 1965 and expanded twice, once in 1980 and again in 1996, resulting in a total area of 9,970 net square feet. In 2007, another basement renovation created space for young adults.

Our Services

Lending and Circulation:

- | | |
|--|--|
| <ul style="list-style-type: none">• Books (regular and large print)• Magazines• Movie and Television DVDs• Music CDs and Audiobook CDs• Wi-Fi hotspots | <ul style="list-style-type: none">• eBooks and Audiobooks• Board games• Downloadable Magazines• Downloadable Movies and Music• Ukulele |
|--|--|

The total circulation of materials in FY2023 was 77,745 items, of which 57,023 were physical items. Eighty-two percent of the physical items circulated were books, and 56% of the books that were borrowed were for children and teens. Since the COVID-19 pandemic, DVD circulation has declined significantly. In FY23, Uxbridge saw a 24% decrease in DVD circulation. However, a 6% decrease in total physical item circulation was offset by a 36.4% increase in electronic content use. Digital resources like Kanopy (815 checkouts), Universal Class (1730 uses), and Freegal (3072 uses) all saw record increases in usage. Since FY20, total circulation of e-books and audiobooks on Libby increased by 95% to 21,592 checkouts in FY23. Adult e-books and audiobooks accounted for 86% of the checkouts on Libby this past fiscal year. **Ultimately, the Library's total collection use in FY23 was 93,661, a 7% year-to-year increase.**

Technology:

Free WiFi internet access is available throughout the Library. The Library has four public access computers on the Main Floor. The Library also provides low-cost printing, faxing, copying, and scanning services. **In FY23, the Library began offering mobile printing services, allowing patrons to submit print jobs to the Library from home or while on the go.**

Homebound Delivery:

The Library provides bi-weekly homebound delivery services to patrons who are unable to visit the library in person, either temporarily due to an illness or accident or due to a disability, age, or mobility issues. **In FY23, the Library provided 101 homebound deliveries.**

Museum Passes:

Because of the generous support of the Board of Library Trustees and the Friends of the Library, we offer museum passes that provide free or reduced admission to over 20 destinations throughout New England. Popular passes include Southwick's Zoo, the Museum of Science, the Boston Children's Museum, and the New England Aquarium. Local destinations include the Samuel Slater Experience, the New England Botanic Garden at Tower Hill, and the Worcester Art Museum. **In FY23, the Library circulated 439 museum passes.**

Local History:

The Library maintains a collection of print and microfilm materials related to the history of the town of Uxbridge and the surrounding Blackstone Valley. It encompasses the region's colonial, industrial, and modern history and its ethnic, religious, and cultural heritage. The Library's microfilm collection can be accessed using the digital microfilm scanner on the Main Floor. **As of Fall 2023, the Library is housing the original Nancy Adams headstone in an archival display case on the Main Floor. This was made possible by Uxbridge residents John Piotrowski, Susan Franz, and Sue Dion.**

Facility Improvements:

For FY2023 and FY2024, the Town of Uxbridge appropriated a total of \$73,000 in capital funding to replace outdated mini-split units throughout the Library building. **The new Mitsubishi heat pumps have been installed and are providing a more comfortable experience for patrons with increased energy efficiency.**



Holdings:

In FY2023, the Library maintained 36,328 books, over 1,100 audio items, nearly 3,800 videos, and subscribed to 30 periodicals. We provided access to 11 electronic databases in addition to those available through state subscriptions. **Total holdings, including electronic resources owned by the Library and shared by the CW MARS consortium, now exceed 250,000 items.**

Programming:

Library-sponsored programs and events for both children and adults are an essential library service. Library programs create connections and build community through shared experiences. By offering a variety of program opportunities on a diverse array of topics, we demonstrate our commitment to serving as a hub of lifelong learning in our community. **In FY23, the Library saw a 59% increase in program attendance.**

	FY10		FY15		FY19		FY22		FY23	
	P	A	P	A	P	A	P	A	P	A
CHILDREN	40	1,072	193	2,338	317	4,894	177	1,506	236	2,305
YA	19	127	22	81	38	274	25	205	25	109
ADULT	70	445	93	1,072	208	2,255	131	963	133	1,550
ALL AGES							8	658	65	1,342
TOTAL	129	1,644	308	3,491	563	7,423	340	3,332	459	5,306

P=Programs; A=Attendance

Overview

The Library has 6.7 full-time equivalent employees, a total of eight regular employees plus four pages. The Director, Assistant Director, and two staff members are full-time. The remaining eight staff members work part-time. The Library is open 40 hours per week and is open from 10am-8pm on Monday and Thursdays and 10am-5:30pm on Tuesdays and Wednesdays. From Labor Day through Memorial Day, the Library is open on Saturdays from 9am-2pm and closed on Fridays. During the summer, the Library is open on Fridays from 9am-2pm and closed on Saturdays.

The Library is a member of the [CW MARS consortium](#), which provides access to 161 libraries in central and western Massachusetts. This membership includes access to all print holdings and shared electronic resources, like the OverDrive e-book, audiobook, and magazine collections. It also funds the in-house public computer network. The Library is also a member of the [Massachusetts Library System \(MLS\)](#), which provides interlibrary loan (ILL) delivery of physical items between Massachusetts libraries. In FY23, the Library received 7,208 items and sent 7,628 items through interlibrary loan. Avid Libby app readers also have access to the eBooks and Audiobooks of other Massachusetts library consortiums through the [Library eBooks and Audiobooks \(LEA\) lending program](#).

There are 6,163 registered borrowers of whom 4,928 are residents of Uxbridge. In FY23, there were 564 library card registrations, of which approximately 100 were eCards.



GOALS, OBJECTIVES, AND ACTIVITIES

Goal: The Library will serve as a welcoming community center space for all.

Objective: The Library will explore opportunities regarding patron accessibility and Americans with Disabilities Act (ADA) compliance.

- Activity: Implement recommendations from the [2020 ADA Self-Evaluation Transition Plan](#) that are achievable without a larger renovation/expansion.
- Activity: Build institutional and municipal support for the Library's construction grant application with the MBLC.
- Activity: Expand the Library's Homebound Delivery Program.
- Activity: Seek out additional parking opportunities.

Objective: The Library will creatively rethink and repurpose its spaces and layout so they are as accessible and inviting to patrons as possible.

- Activity: Develop a play space in the Children's Room and provide family lounge seating.
- Activity: Develop a multi-purpose maker space/meeting room on the Library's Main Floor.
- Activity: Consider alternative uses for the Trustees Room on the Library's Main Floor.
- Activity: Explore the possibilities for modernized furnishing options and increased patron study and lounge spaces.

Goal: The Library will identify and develop new offerings for patrons.

Objective: The Library will enhance and raise awareness of its physical and digital collections.

- Activity: Keep abreast of evolving digital offerings that are responsive to patron needs.
- Activity: Expand the Library of Things collection to provide diverse opportunities for learning and engagement.
- Activity: Create more in-house displays to promote both physical and digital library materials.
- Activity: Develop programs that highlight other library collections and services.

Objective: The Library will increase the number of programs offered and enhance the diversity of the curriculum.

- Activity: Expand the use of Beanstack for reading challenges throughout the year.
- Activity: Develop community-driven programs that highlight the expertise of residents.
- Activity: Partner with other Blackstone Valley libraries to develop virtual programs and a Library Passport Program.
- Activity: Seek out programming grant opportunities through Massachusetts Library System, Massachusetts Board of Library Commissioners, and other local funding opportunities such as the local cultural council.

Objective: The Library will adapt and implement the latest and most recent trends in technology.

- Activity: Maintain and update internal technology used for library services.
- Activity: Research self-service implementation.
- Activity: Increase the availability of public access computers and other technology for patrons.

Goal: The Library will establish and foster relationships within the Blackstone Valley.

Objective: The Library will increase public awareness of its services and its collection for patrons and non-patrons.

- Activity: Advertise services and programs through local businesses by creating physical marketing materials.
- Activity: Increase social media presence on additional platforms such as community Facebook forums and other outlets.

Objective: The Library will initiate a comprehensive marketing plan to ensure that all members of the community are fully aware of library services.

- Activity: Attend Massachusetts Library System (MLS) marketing and outreach workshops.
- Activity: Correspond with MLS Marketing Consultants.

Objective: The Library will improve and increase communication with the community.

- Activity: Publish monthly press releases to local news outlets featuring library offerings.
- Activity: Engage patrons and non-patrons by increasing the Library's social media presence.
- Activity: Upgrade the Library's website to better highlight library collections and services.
- Activity: Encourage patron input for collection development and programming ideas by conducting patron satisfaction surveys annually.

Objective: The Library will increase collaboration with community organizations and local government agencies.

- Activity: Increase programming with the Council on Aging, the Board of Health, and other town departments.
- Activity: Increase participation in the Town's Senior Tax Work-Off Program.
- Activity: Collaborate with historical organizations in Uxbridge and surrounding communities.
- Activity: Continue community outreach to local organizations such as Beginning Bridges, the Community of Caring, People First Food Pantry, Uxbridge Community Television, Blackstone Heritage Corridor, and Daughters of the American Revolution.

Objective: The Library will build upon the established partnership with area schools and strengthen ties with homeschooling families.

- Activity: Collaborate on the creation of community and family events.
- Activity: Schedule outreach visits to all school campus locations.
- Activity: Partner with faculty members in supplying additional resources for curriculum content.
- Activity: Host networking and resource-sharing events for current and prospective homeschooling families.

Goal: The Library will be a partner in the study of local history by providing a relevant collection of materials that chronicle the rich past of the Blackstone Valley.

Objective: The Library will evaluate current historical materials and increase access to the local history collection.

- Activity: Complete an inventory of the local history collection.
- Activity: Ensure materials are relevant to the scope of the LH Collection Development Policy.
- Activity: Create a local history quick-reference tool that addresses popular areas of interest.

Objective: The Library will properly store and preserve materials in the local history collection.

- Activity: Reassess the 2009 NEDCC preservation planning report.
- Activity: Identify short-term and long-term preservation goals.
- Activity: Explore funding opportunities for preservation and digitization.
- Activity: Seek grant funding for the weatherization of the Library's top floor.

Objective: The Library will increase community interest in the history of the Blackstone Valley.

- Activity: Promote the local history collection on social media.
- Activity: Create more exhibits that promote the history of the library and the community.
- Activity: Partner with educators, historians, and other cultural institutions on initiatives that highlight local history.
- Activity: Offer more programming focused on local history and genealogy.

Goal: The Library will strengthen its organizational capacity and workplace culture to provide superior customer service.

Objective: The Library will develop and regularly review a library policy and procedure manual.

- Activity: Evaluate existing and develop new library policies, in collaboration with the Board of Library Trustees.
- Activity: Establish a schedule for the regular review of library policies.
- Activity: Develop standard operating procedures for core library services.

Objective: The Library will strengthen staff skills and competencies and increase opportunities for professional growth within its staffing structure.

- Activity: Increase staff training in library technology and digital resources.
- Activity: Offer professional development opportunities to professional and paraprofessional staff.
- Activity: Compare the library's existing staffing structure with similar libraries and communities.
- Activity: Explore budgetary and staffing considerations for increased hours of operation.

Objective: The Library will empower its supporters, including the Board of Trustees and Friends of the Library, to advocate for its strategic goals.

- Activity: Provide quarterly updates to the Trustees, the Friends, and the Town Manager on the Library's progress toward achieving its strategic goals.
- Activity: Develop marketing tools based on measurable outcomes that communicate the library's value to community members and other stakeholders.

APPENDICES

Appendix A — 2023 Uxbridge Free Public Library Building Program: The Building Program, prepared by Library Consultant Mary Braney, was the product of nearly half a year of collaboration between Library staff, the Board of Library Trustees, the Friends of the Library, library patrons, and the broader community. It is based on the results of a survey, two focus groups, and two public forums and incorporates best practices within library design. The program identifies the need for an accessible library facility totaling 23,700 gross square feet. The 2023 Library Building Program was approved by the Board of Library Trustees on April 18, 2023.

Appendix B — 2020-2024 Uxbridge Free Public Library Long Range Plan: The 2020-2024 Long Range Plan was approved by the Board of Library Trustees on September 17, 2019. The FY2025-FY2026 Bridge Plan is rooted in the framework of this Long Range Plan, while incorporating the insights gained during the preparation of the Library's Building Program.