

Hubbardston Public Library

2019-2024 Strategic Plan

Contents

INTRODUCTION..... 1

MISSION STATEMENT 2

VISION STATEMENT 2

GOALS & OBJECTIVES..... 2

THE PLANNING PROCESS 7

FY2018 YEAR IN REVIEW 9

HUBBARDSTON COMMUNITY SURVEY 10

INTRODUCTION

The Hubbardston Public Library was founded in 1872, and originally housed its collection of books in the local Mechanics Hall. In 1874, Jonas G. Clark, a native of Hubbardston and founder of Clark University, purchased the Main Street Property and funded the construction of the brick and stone library building.

The building is in the Second Empire/Italianate style and was designed by Elbridge Boyden and Son, of Worcester. In September 1875, the Hubbardston Public Library opened the doors at its 7 Main Street location, where you can find it today. The first floor was originally half library, half post office, hence the plaques flanking the front door. The gallery level was added to the rear of the building in 1929. Many residents recall the gallery's original translucent glass floor.

The property underwent a historical restoration project in 2000 to address many of its needed repairs. In 2016, the library had an interior restoration which included restoring the original heart pine floors, new carpet in the entry, electrical work, a new sunny yellow paint. In summer 2019, the Library roof will be replaced and restored to the original slate color and pattern.

The Library is home not only to its print collections but also houses the Hubbardston Historical Society's collections. Library users visit the library to borrow materials from the collections, participate in children and adult programming, and to find a welcoming space for quiet and academic reflection.

The Staff and Trustees of the Hubbardston Public Library recognize the important role that a library has within its communities. They developed a strategic plan to lead the library team in its efforts to enhance and expand the libraries collections, services and programs over the next five years to meet and promote the educational, recreational, and social needs of our community.

MISSION STATEMENT

The Hubbardston Public Library serves to inspire and educate the public with free access to a large collection of books, magazines, historic archives, video and audio media and the internet. Through our educational and social programs we strive to bring people together in the welcoming spirit of community and friendship.

VISION STATEMENT

The Hubbardston Public Library is the town's community gathering place.

GOALS & OBJECTIVES

Goal 1: The Hubbardston Public Library serves as the heart of the community through its relationships with local community organizations and citizens.

Objective 1: The Hubbardston Public Library is committed to instilling in its young citizens a life-long love of reading and learning by partnering with area schools.

Strategy 1: Explore the opportunity to collaborate with the Hubbardston Elementary School to have students visit the HPL on a weekly basis to borrow library materials, participate in programming, and learn information literacy skills.

Timeline: Begin discussions with elementary school in fall 2019 with plan for implementation by fall 2020.

Strategy 2: Explore partnership opportunities with Quabbin Regional High School to serve as a site for high school students to engage in library related projects for their senior Capstone project.

Timeline: Begin discussions with Quabbin Regional High School in fall 2019 with plan for implementation in fall 2020.

Objective 2: The Hubbardston Public Library is engaged with the community through participation in its civic events.

Strategy 1: Host a booth at Hubbardston Field Day.

Timeline: Annually

Strategy 2: Participate in the town wide annual yard sale day.

Timeline: Annually

Strategy 3: Explore other opportunities for community engagement.

Timeline: FY 20-FY25

Objective 3: The Hubbardston Public Library collaborates with local organizations, businesses and citizens to bring unique, entertaining, and informative programming that celebrates the uniqueness of our town.

Strategy 1: Co-sponsor 1 program with a local business.

Timeline: FY 20 & FY23

Strategy 2: Co-sponsor 1 program with a community or town organization

Timeline: FY21 & FY24

Strategy 3: Co-sponsor 1 program with a local community member.

Timeline: FY22

Goal 2: Establish a pervasive culture of promotion of Library services and collections.

Objective 1: Identify appropriate channels to communicate information about library services and collections.

Timeline: Complete by December 31, 2019

Objective 2: Develop a plan to increase library's followers on social media platforms by 50% by June 2021.

Strategy 1: Post to social media 2x/week.

Timeline: Implement by June 30, 2019. Achieve objective by end of FY21.

Strategy 2: Launch 2 social media campaigns annually to increase number of followers on Facebook and Instagram.

Timeline: Implement by June 30, 2019. Achieve objective by end of FY21.

Objective 3: Contribute to the monthly town-wide department report update.

Timeline: Monthly

Objective 4: Host at least two activities on the library lawn.

Timeline: Annually beginning in summer 2019

Objective 5: Increase annual traffic to library website by 30% by end of FY23.

Strategy 1: Implement Google analytics to monitor website traffic.

Timeline: By December 2019

Strategy 2: Maintain and update library website on regular basis.

Timeline: Ongoing

Strategy 3: Use Social Media campaigns to drive users to library website.

Timeline: semi-annually

Goal 3: The Hubbardston Public Library collects print, online and digital materials that reflects the reading preferences of our community members.

Objective 1: Create an online and print repository for library user book requests so we can purchase materials that our community members want.

Timeline: end of FY20

Objective 2: Promote the library's print collections.

Strategy 1: Develop themed reading lists for adult and children collections.

Timeline: quarterly

Strategy 2: Create a "Hot Title" book collection list.

Timeline: monthly

Strategy 3: Develop Library Staff picks display

Timeline: annually

Strategy 4: Create specialty library displays

Timeline: semiannually

Objective 3: Increase use of library's e-book and audio book collections by 20% between FY19-FY21.

Strategy 1: Establish baseline data for current audiobook usage for FY19

Timeline: July 2019

Strategy 2: Provide instructional sessions to users on how to access Libby, the e-book and audiobook platform.

Timeline: FY20-21

Strategy 3: Promote audiobooks through social media, website and print materials.

Timeline: FY 20-21

Objective 4: Increase circulation and number of museum passes by 25% by end of FY22.

Strategy 1: Survey library users' on museum passes they would like.

Timeline: Summer of 2019

Strategy 2: Increase offering of museum passes.

Timeline: December 2019

Strategy 3: Promote museum passes.

Timeline: FY20-22

Goal 4: The Hubbardston Public Library provides cultural, educational, engaging, and relevant programming.

Objective 1: Provide 2 adult programs at the library based on community survey results.

Timeline: annually

Objective 2: Maintain existing children's programming.

Timeline: Ongoing

Objective 3: Explore developing young adult programming

Timeline: FY20-24

Goal 5: The Hubbardston Public Library is accessible to our library users.

Objective 1: Explore making library more accessible to users with disabilities.

Strategy 1: Complete self-assessment questionnaires (<https://www.arts.gov/open-government/civil-rights-office/section-504-self-evaluation-workbook>).

Timeline: December 31, 2019

Strategy 2: Review library website for accessibility.

Timeline: December 2020

Strategy 3: Explore funding for the construction of an elevator.

Timeline: December 2024

Objective 2: Increase Library hours

Strategy 1: Establish baseline data for daily patron visits.

Timeline: Collect data during FY20

Strategy 2: Work with Town Administrator to develop a pilot program that offers additional library hours.

Timeline: FY20

Strategy 3: Extend library hours for a pilot period.

Timeline: FY21

Strategy 4: Assess results of pilot program and make decision about library hours.

Timeline: FY22

Goal 6: Library Staff and Trustees are effective stewards and managers of the library building and its resources.

Objective 1: Be good stewards of library fiscal resources.

Strategy 1: Establish percentage allocations of money toward specific collections.

Timeline: end of FY20

Strategy 2: Execute library capital improvements according to town master capital plan.

Timeline: FY20-FY24

Objective 2: Preserve the historical nature of the library with the town center project.

Strategy 1: Infrastructure improvements will be aligned with Mass Historical Commission criteria. (See Preservation Restriction *M.G.L. Ch. 184, ss.31-33*)

Objective 3: Explore opportunities to increase library funding.

Strategy 1: Implement a capital campaign.

Timeline: FY 20

Strategy 2: Conduct 2 fundraisers for library.

Timeline: FY20-FY25

Strategy 3: Apply for library grants to increase funds for programming and infrastructure improvements.

Timeline: Ongoing

Objective 4: Formalize trustee duties for the library.

Strategy 1: Define trustee roles and involvement strategies.

Timeline: FY20

Strategy 2: Create subcommittees to implement strategic plan.

Timeline: FY20

Objective 5: Provide professional development opportunities for trustees, library director and staff.

Strategy 1: Library Director and Staff attend at least one webinar or regional conference.

Timeline: Annually

Strategy 2: Library Director and Staff network and collaborate with surrounding libraries to share ideas and coordinate programming.

Timeline: Annually

Strategy 3: Library Trustees attend events to increase their knowledge of town practices and policies

Timeline: Annually

Strategy 4: Library Trustees attend professional development opportunities related to their defined role on the board.

Timeline: Annually

THE PLANNING PROCESS

The Board of Trustees began the strategic planning process in the summer of 2017 when Massachusetts Library Association President Alex Lent was hired to facilitate a series of focus groups and interviews to help identify the needs of the community. The focus group results were used to form the basis of a

community survey and to inform a library vision statement which was presented to the Board of Trustees in winter 2018.

During the summer and early fall of 2018, a survey was developed to gather feedback from the community to identify which library services are most important and which services, programs or collections the community would like to see expanded. The survey was open from November 5 through December 14, 2018. Announcements about the survey were posted to the Library's Facebook page, Library website, distributed through a town email and paper copies were placed in the Library, Senior Center, and town post office.

From January through mid-March 2019, the library director and two library trustees reviewed the survey data and drafted the strategic plan which was reviewed by the entire Board of Trustees at the March 2019 meeting. The final plan was approved by the Library Trustees on May 9, 2019. The approved plan will be submitted to the Massachusetts Board of Library Commissioners and shared with the Town of Hubbardston in the spring of 2019.

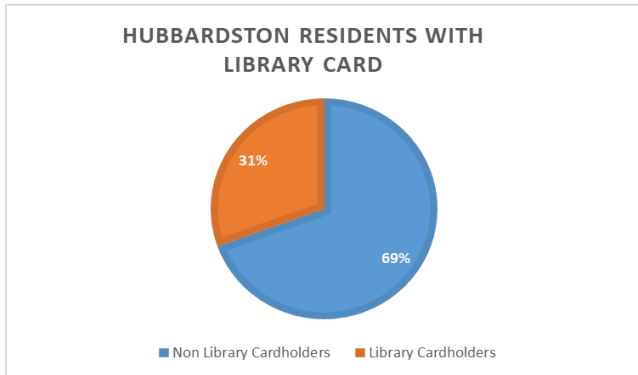
Each fall, the library director will work with the library staff and two trustees to develop an annual action plan based on the objectives and actions identified in this plan, address the previous year's achievements, and identify new needs as they emerge. The annual action plan will be presented to the library trustees for approval and then submitted to the Massachusetts Board of Library Commissioners.

FY2018 YEAR IN REVIEW

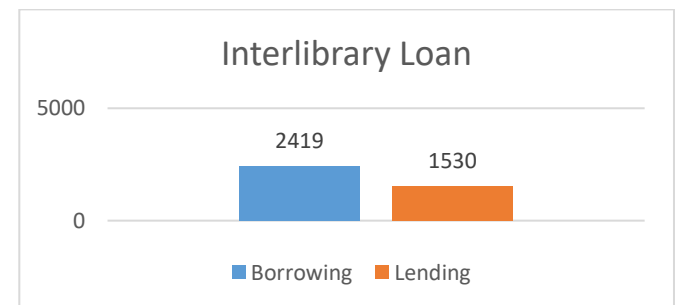
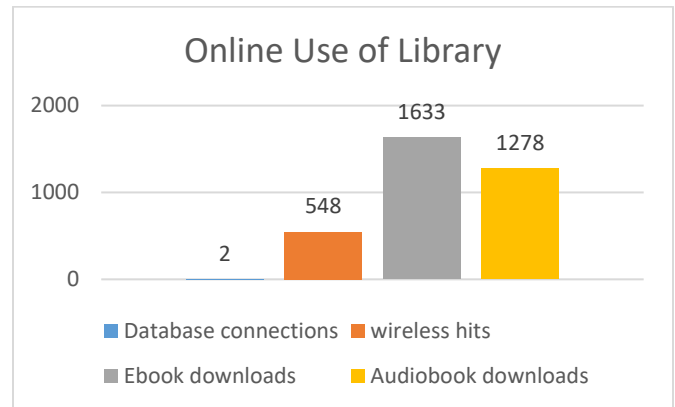
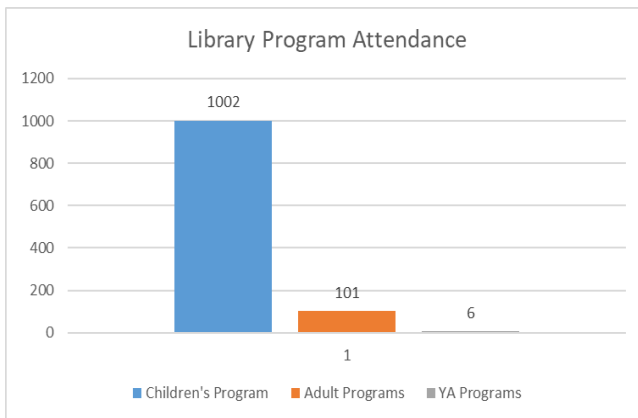
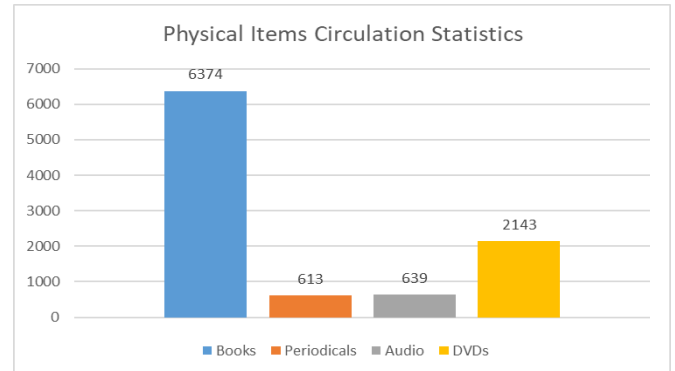
Estimated Number
of Visits (based on sampling)

5,988

Library Users



Collection Use



HUBBARDSTON COMMUNITY SURVEY

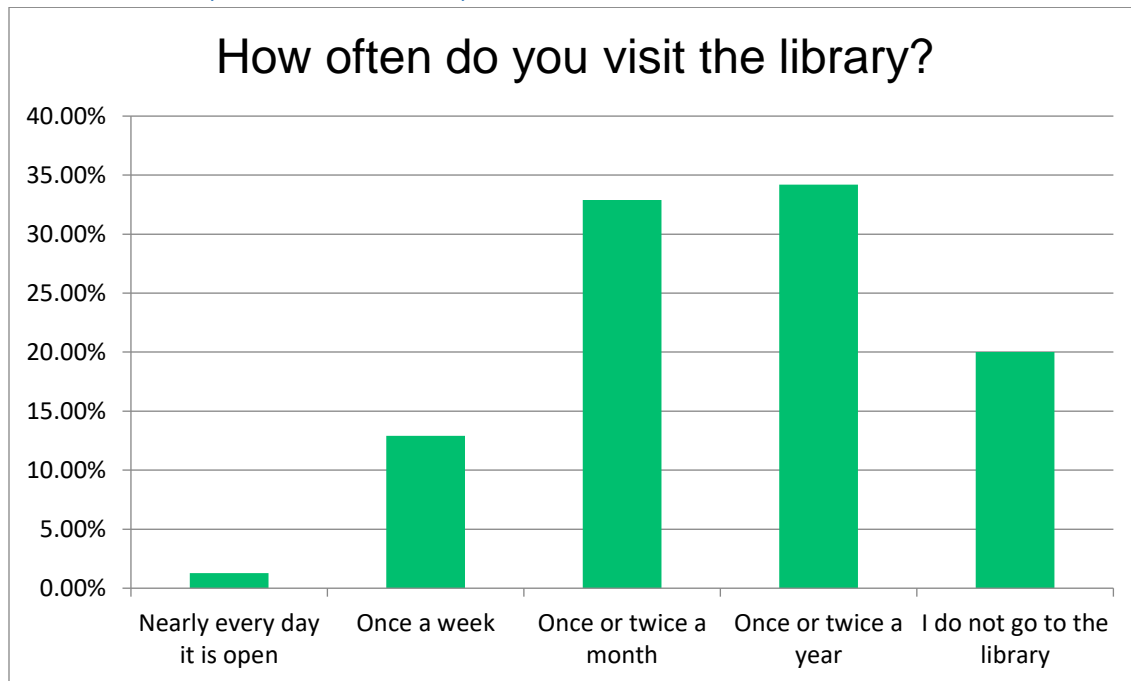
Breakdown of respondents:

Age Range	Response
under 10	4
10-19	5
20-29	7
30-49	59
50-69	67
over 70	12
Grand Total	154

Hubbardston Resident?

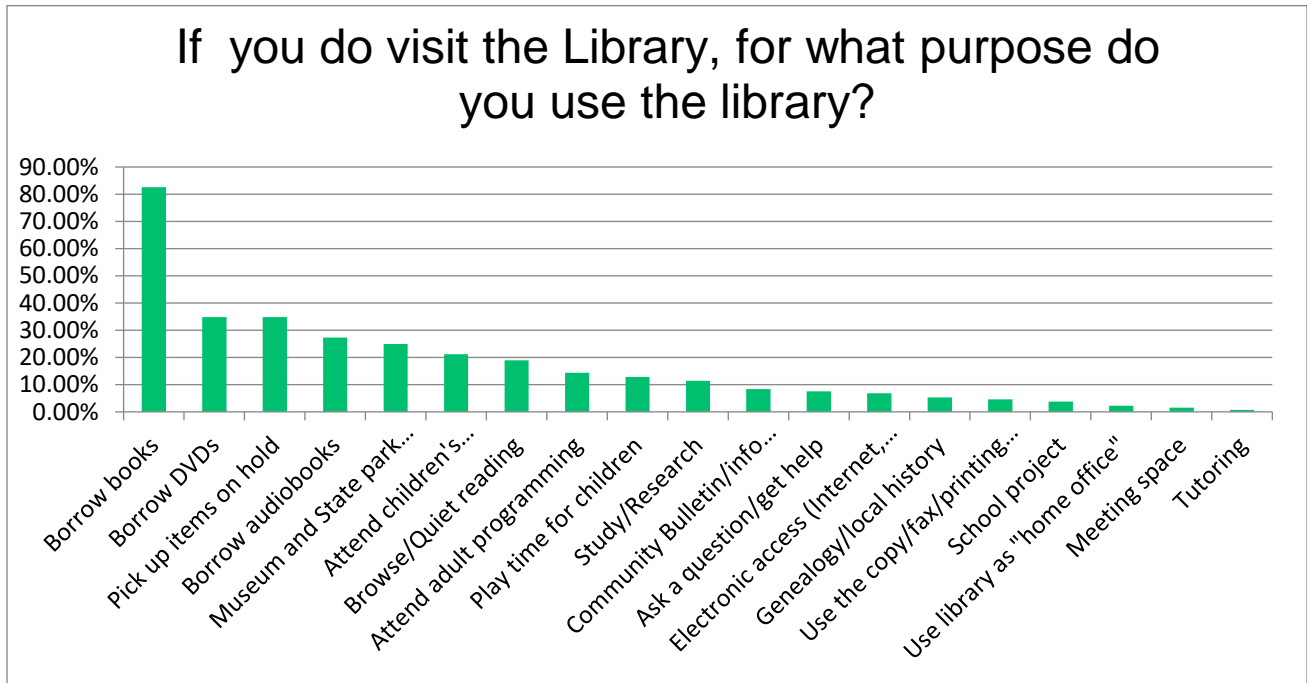
Yes	94.77%	145
No	5.23%	8
N=153		

How often do you visit the library?



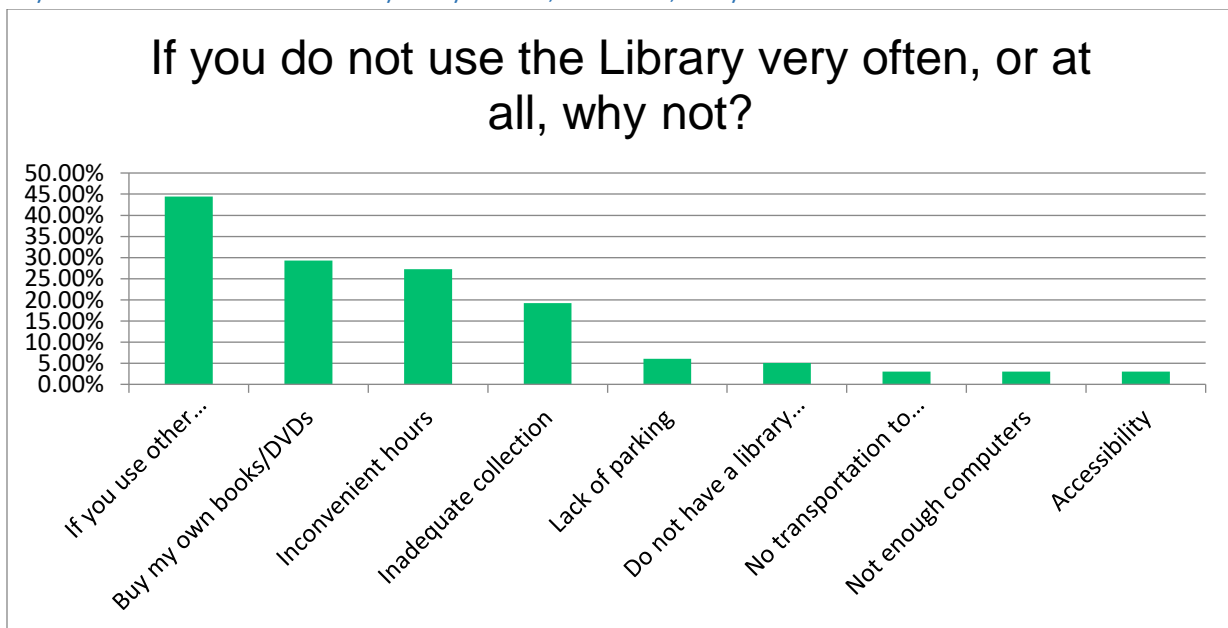
N=155

If you do visit the Library, for what purpose do you use the library?



N=132. Note: Respondents could select more than one category.

If you do not use the Library very often, or at all, why not?



N=99

Reasons for using other libraries (by theme)

More diverse collections: 15 comments

Open More Hours: 8 comments

Convenience: 4 comments

Get information online: 3 comments

Atmosphere: 3 comments

Better Program: 2 comments

Miscellaneous comments: 6 comments (new to area, not part of lifestyle, don't know how to get a card, like to visit multiple libraries, etc.)

If our Library is inaccessible to you, please explain why:

N=44

Collections: 2

Hours: 10

Location: 1

Parking: 1

Ramp/Elevator: 4

Library is not inaccessible: 26

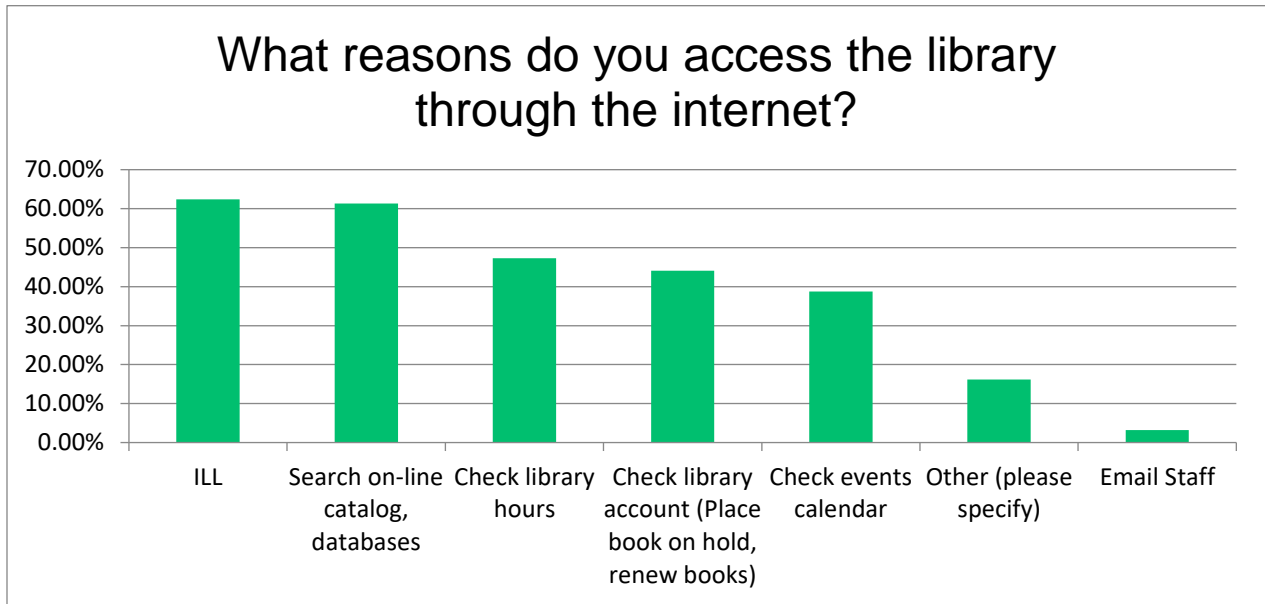
Do you know that information about library programs and services is available on our website?

Yes	73.03%	111
No	27.63%	42

Do you access the library through the internet?

Yes	52.29%	80
No	48.37%	74

If yes, for what reasons do you access the library through the internet?



N=93

Other Category answers (by theme):

- Don't use library website: 8
- Download Audio/Ebooks: 3
- Renew Books: 1
- Use CWMARS: 1
- Check out books and magazines: 1

Are you satisfied with the current library hours?

Yes	66.45%	101
No	14.47%	22
Comments/suggestions:	19.08%	29

N=152

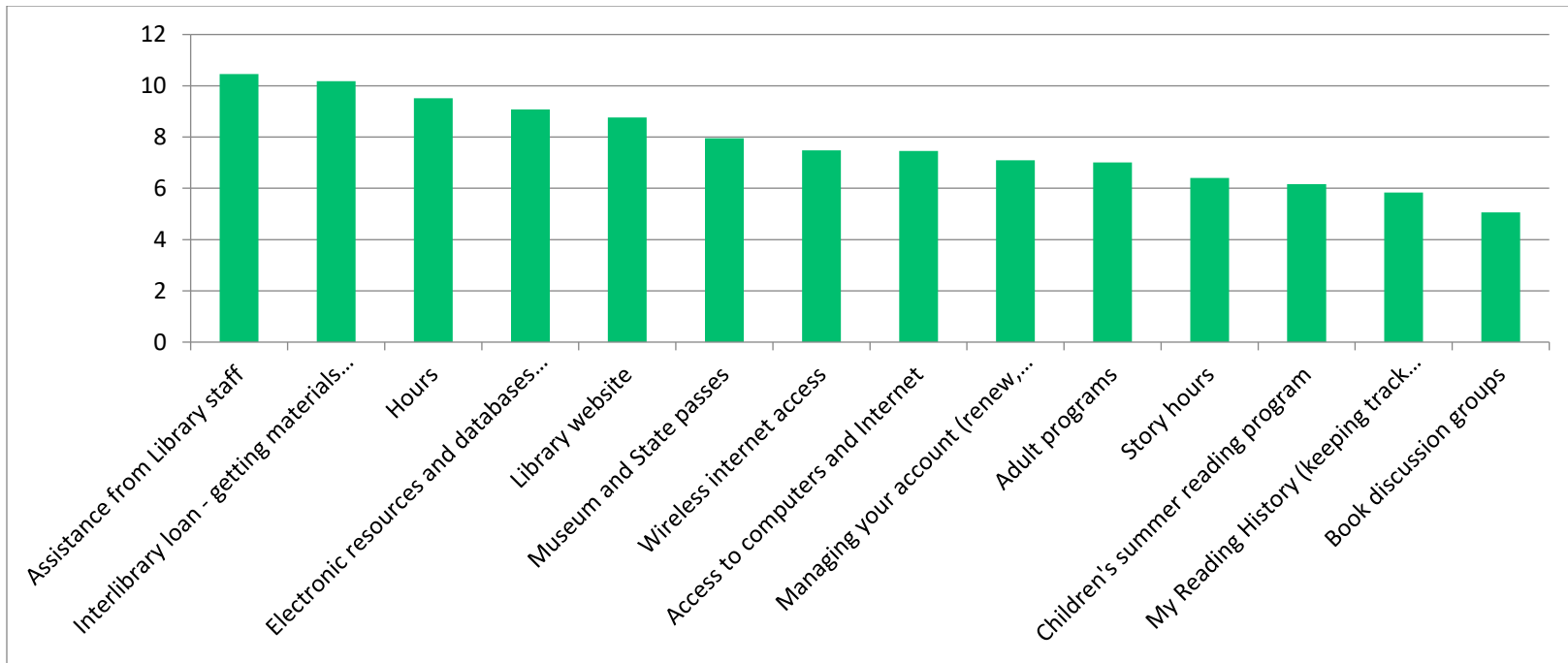
Comments:

- More hours in general: 8
- Doesn't matter about hours: 4
- Longer Saturday Hours: 2
- Open Every day: 3
- More evenings: 3
- Open Tuesdays: 2
- Hard to remember hours: 2
- Open on Saturday before Monday Holiday: 1
- After School until 5 or 6 – 1
- Friday: 1
- Library should be closed altogether: 1
- Weekend Hours: 1

What aspects of the Library's services are most important to you? Please rank from 1 to 14.

Note: There are 2 graphics for this question. The table shows the frequency that a respondent ranked a service (i.e. 33 respondents rated Assistance from library staff as most important). The bar chart is the weighted average of responses.

Service	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Trendline
Assistance from Library staff	33	12	11	12	5	4	9	7	9	4	2	3	0	2	
Interlibrary loan - getting materials from other libraries	28	18	16	6	5	8	12	5	2	4	6	5	0	4	
Hours	19	14	8	4	7	19	10	10	9	4	2	3	1	3	
Electronic resources and databases from home or office	10	10	14	19	6	4	10	6	7	1	5	5	7	2	
Library website	7	7	9	7	22	14	14	9	3	10	4	4	4	0	
Museum and State passes	1	8	14	21	12	11	3	5	6	5	6	21	4	3	
Wireless internet access	3	6	8	10	11	8	8	6	7	7	10	4	12	3	
Access to computers and Internet	5	15	7	7	7	6	3	7	8	8	7	8	3	14	
Managing your account (renew, reserve materials)	8	8	9	8	5	12	3	9	4	5	5	4	24	8	
Adult programs	3	6	7	6	8	7	9	7	6	22	12	7	6	3	
Story hours	8	7	4	1	3	5	7	16	11	8	9	7	7	16	
Children's summer reading program	4	7	3	4	7	1	5	6	20	14	3	9	18	6	
My Reading History (keeping track of books that you have checked out)	7	2	6	6	9	5	9	3	4	4	3	7	6	34	



Note: Weighted Average. Highest number is most important

What aspects of the Library's collections are most important to you?

	Most important		Important		Least important	
New and bestselling titles	35.00%	49	53.57%	75	11.43%	16
Fiction (mystery, romance, science fiction etc)	27.34%	38	58.27%	81	14.39%	20
Children's collection	39.53%	51	24.81%	32	35.66%	46
Young adult collection (teens)	24.62%	32	40.00%	52	35.38%	46
Downloadable e-books and e-audio/video	33.33%	44	33.33%	44	33.33%	44
Large print books	5.43%	7	31.78%	41	62.79%	81
On-line databases and electronic subscriptions	21.97%	29	42.42%	56	35.61%	47
DVDs	12.21%	16	39.69%	52	48.09%	63
Audio books (CD format & Playaways)	17.32%	22	45.67%	58	37.01%	47
Local history materials	23.31%	31	48.12%	64	28.57%	38
Newspapers and magazines	11.45%	15	29.01%	38	59.54%	78
Music	2.36%	3	32.28%	41	65.35%	83
Telescope	10.16%	13	28.13%	36	61.72%	79

N=148

Are you satisfied that the library facilities are/have:

	Very satisfied		Satisfied		Not satisfied	
Safe	65.03%	93	32.17%	46	2.80%	4
Clean	70.42%	100	29.58%	42	0.00%	0
Quiet space	60.00%	84	37.86%	53	2.14%	3
Meeting space	32.54%	41	44.44%	56	23.02%	29
Programming space	29.41%	35	48.74%	58	21.85%	26
Noise level	47.01%	63	50.75%	68	2.24%	3
ADA accessibility	22.50%	27	46.67%	56	30.83%	37
Parking	29.93%	41	54.74%	75	15.33%	21
Signage	31.75%	40	62.70%	79	5.56%	7
Lighting	35.82%	48	55.97%	75	8.21%	11
Heating/cooling	35.11%	46	57.25%	75	7.63%	10

How satisfied are you with customer service at the Hubbardston Public Library?

	Very satisfied		Satisfied		Not satisfied	
Helpful	79.86%	111	20.14%	28	0.00%	0
Knowledgeable	78.68%	107	21.32%	29	0.00%	0
Knowledgeable of technology	72.66%	93	25.78%	33	1.56%	2
Professional	81.95%	109	18.05%	24	0.00%	0
Courteous/friendly	84.17%	117	15.11%	21	0.72%	1
Open to new ideas	70.97%	88	28.23%	35	0.81%	1
Are your questions answered in a timely manner	75.76%	100	22.73%	30	1.52%	2

N=140

What should the Library's priorities be over the next 5 years: (check off top 10): (N=141)

Answer Choices	Responses	
Craft/activity programs for adults	50.35%	71
Programs and activities for grades K-6	49.65%	70
Book discussion groups for adults	44.68%	63
Programs and activities for grades for toddlers/preschoolers	43.26%	61
Programs and activities for grades 6-12	41.84%	59
Book club for children/families	39.72%	56
STEAM/STEM activities	36.17%	51
Teen space	33.33%	47
Library newsletter - online or print	32.62%	46
Community meeting space	31.91%	45
Facebook /Twitter/Instagram updates	29.08%	41
Job and career center	27.66%	39
Family board game nights	26.24%	37
Family movie nights	26.24%	37
Basic software/social media classes	24.82%	35
Hotspot for library use	23.40%	33
Sustainability workshop	22.70%	32
Laptops for library use	21.28%	30
Woodworking	18.44%	26
3D Printer	17.73%	25
Foreign language software	12.77%	18
Chess club	12.77%	18
Video games to check out	11.35%	16
Text a Librarian - reference help by cell phone	9.22%	13
Makerspace	8.51%	12

What kind of classes would you attend? Check all that apply:

Classes	Responses	
Local artist exhibits	42.55%	60
Painting	41.84%	59
Local author events	41.13%	58
Hiking/geocaching	41.13%	58
Coffeehouse/music	40.43%	57
Meditation/mindfulness	38.30%	54
Animal programs	38.30%	54
History programs	36.88%	52
Gardening	35.46%	50
Fitness/yoga	34.75%	49
General health and diet	33.33%	47
First Aid/CPR/AED	31.91%	45
Book discussion	29.79%	42
Declutter/organizing workshops	28.37%	40
Sustainability workshops	26.95%	38
Knitting	26.24%	37
Raising your own (chickens, bees, goats, etc)	26.24%	37
STEAM/STEM activities	24.82%	35
Brewing/wine making and spirit making	24.11%	34
Reading to a Dog program	21.99%	31
Flower arranging	20.57%	29
Crocheting	19.86%	28
Writing workshops	19.86%	28
Sewing	19.15%	27
Finance	17.73%	25

Small business planning	14.18%	20
Coloring	11.35%	16
Makerspace	10.64%	15
Chess	9.22%	13
Other (please specify)	8.51%	12

N=141

Other Suggestions: Lego Club: 2

Woodworking: 11

Drum Workshop: 1

Ukulele: 1

Bonsai: 1

Paranormal Events: 1 Reiki: 1

Babysitting classes: 1

Puzzle Group: 1

Sudoku Group: 1 Civics: 1

Gathering for writers: 1

Which collection areas would you like to see us focus on over the next 5 years?

Collection Areas	Responses	
Museum and State park passes	55.88%	76
Best sellers	45.59%	62
Children's materials	38.97%	53
Adult fiction	38.24%	52
Young adult materials	36.03%	49
Online databases	33.82%	46
Downloadable audio books	32.35%	44
Adult nonfiction	30.15%	41
Downloadable ebooks	27.94%	38
Audio books on CD	22.79%	31

Reference materials	21.32%	29
DVDs	17.65%	24
Large print books	13.24%	18
Magazines	11.76%	16
Newspapers	8.09%	11
Music CDs	6.62%	9
MP3 player	2.21%	3

N=136

What do you like best about the Hubbardston library?

What they like best	Times Mentioned
Staff	45
Locations/close by	17
Welcoming/Small Community	16
Collections	15
Building	14
Children's Area	9
Atmosphere	8
Town history	4
Programming	2
Accessibility	1
Fun	1
Hours	1
Online Access	1

What is the most important thing that the Hubbardston library can do to improve?

Areas to Improve	Times mentioned
Collections	19
Hours	18
Infrastructure	11
Accessibility	7
Programming	6
Children's programs	3
Online collections	4
Community Programs	2
Community Input	2
Evolve	2
Museum Passes	2
Technology	2
Children's materials	1
Circulate video games	1
DVDs	1
More community outreach	1
More outdoor lighting and parking	1
More services for adults	1
Open to what people want	1
Parking	1
Projects	1
Telescope	1
Work spaces	1
YA programs	1