

# **Uxbridge Free Public Library**

## **Long Range Plan**

**2020 - 2024**



15 North Main Street  
Uxbridge, MA 01569

[www.uxbridgelibrary.org](http://www.uxbridgelibrary.org)



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## Preface

The Uxbridge Free Public Library Long Range Plan for 2020-2024 was unanimously adopted by the Board of Library Trustees on September 17, 2019 at their regularly scheduled monthly public meeting. This Long Range Plan supersedes and expands upon the Plan that was published for the Library in 2012, which set forth priorities for the period 2012-2017. The goals stated at that time continue to guide the Library and remain viable for the future. The 2020 Plan seeks to update those goals by recommending a path for the Library that will enhance its usefulness to patrons and its relevance for all residents in the years ahead.

The digital age is upon us with new technologies emerging quickly. At the same time, public library services face shrinking resources and increased expectations from customers for diverse collections and programming that meets their needs both intellectually and socially. This creates a challenging time for libraries, which must find creative ways to fulfill their core mission while staying attuned to the rapidly changing role of the library in the community.

However, there is a recurring thought in society that questions whether we really need public libraries now that we can get the answers to many of our questions with the click of a button? What will be the use of a library now that we are able to easily access information as well as download entertainment from the comforts of home? As we move further along the path from an analog society to a digital one, libraries must stay true to the mission that has always guided them – to serve their communities.

A free public library remains a unique and valuable space in today's world. A library building is open to all as a sanctuary of quiet in an increasingly noisy world. It is the people's university, a community hub and an information base. It is one of the few large, accessible public places that remain completely free and non-commercial. If we lose this free access to information for all, we run the risk of losing the very foundation of our democracy. Walter Cronkite observed, "Whatever the cost of our libraries, the price is cheap compared to that of an ignorant nation."

The task of public libraries in the future must be to understand what their patrons are seeking and how those needs can best be met. For a succinct discussion of the challenges facing our libraries, we recommend *Biblio-TECH, Why Libraries Matter More Than Ever in the Age of Google* (Palfrey, 2015).

This Plan seeks to guide the development of library services to meet the expectations of our patrons for the next five years. It is dependent on many factors, including adequate funding from the Town of Uxbridge, contributions from the Library Board of Trustees, grant sources and the general public. The acceptance of the Plan does not mean that all of the recommended steps will be accomplished; flexibility over the next five years is not only expected but encouraged. In this way, the Uxbridge Free Public Library will remain an important community resource.

## Summary of 2020-2024 Long Range Goals

The goals identified for the Uxbridge Free Public Library over the next five years have been informed both by current patrons and the rapidly changing trends in library services.

Like many small communities, Uxbridge will remain with one foot in the analog age and one in the digital for some time to come. Our traditional library patron seeks information in multiple formats, and requires programming that supports interest in both academic and social themes.

- The Library will continue to be a welcoming community center space for all.
- The Library will continue to identify and develop new offerings for patrons.
- The Library will continue to identify and foster relationships within the Blackstone Valley.
- The Library will continue to serve as a partner in the study of local history, and provide a relevant collection of materials for the purpose that chronicle the rich past of the Blackstone Valley.



## **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

## **Long Range Planning Committee**

### *Committee Chairman:*

Barbara Hall, Board of Library Trustees

### *Committee Members:*

Lindsey Centrella, Assistant Library Director, Youth Services

Orlando Corona, Community Member

Laura Derderian, Friends of the Library Executive Board

Luke Derderian, Community Member

Anita Droby, Community Member

Phyllis Dunn, Community Member

Holly Fogwill, Community Member

Mary Helfrich, Community Member

Deb Hinkle, Library Director

Gordon Keegan, Board of Library Trustees

Susan LaMar, Community Member

Dr. Charles Lutton, Community Member

Judith Lynch, Board of Library Trustees

Michael Potaski, Community Member

Georgeanne Roe, Community Member

John Roe, Community Member

Members of the Long Range Planning Committee contributed boundless enthusiasm to the task of mapping a viable future for the Uxbridge Free Public Library. Their expertise in marketing, local history, education, library management, systems engineering, health and finance produced many thoughtful discussions.

## **Library Staff**

Deb Hinkle, Library Director

Lindsey Centrella, Assistant Library Director and Youth Services

Susan Bedard, Adult Library Technician

Judy Byrnes, Youth Library Technician

Cathi Jo Goodwin, Youth Library Technician

Zachary Parrish, Adult Library Technician

Chris Powloka, Adult Library Technician

Jennifer Szajna, Youth Library Technician

Richard LeBrun, Library Custodian

Meriam Abdelnour, Library Page

Grace Martel, Library Page



## **Board of Library Trustees**

### **Life Trustees**

Chairman: Mark E. Francis  
Vice-Chairman: Judith P. Lynch  
Treasurer: Daniel Donovan  
Secretary: Catherine A. Parker  
Ellen B. Kroll  
Mark Wickstrom

### **Elected Trustees**

Mary Anderson  
Lisa Bertonazzi  
Barbara C. Hall  
Gordon Keegan  
Mary Jo Bazarian Murray  
Christina Silva

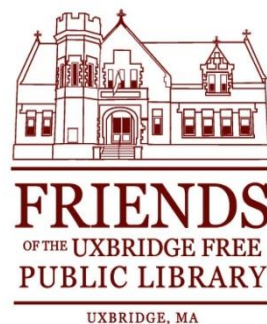
## **Governance - Board of Library Trustees**

The Board of Library Trustees is a group of resident volunteers who govern the public library. 6 are elected by Uxbridge voters for 3-year terms, 2 each year for staggered terms. 6 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 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 role of the Board of Library Trustees is also to be Library advocates to the public and at Town Meeting. The Board meets every third Tuesday of the month (except in July), and meetings are open to the public in accordance with Massachusetts Open Meeting Laws.

## **Friends of the Library**

President: Julie Bleyhl  
Vice President: Laura Derderian  
Secretary: Madeleine Bleyhl  
Treasurer: Sharon English  
Membership: Tom Malloy  
Nominations: Kay Klos  
Publicity: Michelle Sanford  
Member-at-Large: Amanda Ayers



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

## 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 fourteen years. The Library collection consisted of both the Uxbridge Library Association and the Uxbridge Agricultural Library Association holdings.

By the early 1890s, it was clear that a more commodious building was necessary for community members. In 1893 Mr. Edward Carrington Thayer of Keene, New Hampshire (a native of Uxbridge) drafted a letter to the town proposing 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 town had a beautifully furnished new library building.

In 1965 a children's room was added in the basement and then expanded in 1980 and 1996 to accommodate patron use and holdings. In 2007 due to an increased interest from young adults the basement was again renovated to provide a space for teens. This new room was dedicated to Ruth Voss, a former trustee, school librarian, and active preservationist.



## Community Profile and Demographics

All statistics in the following section were collected from <https://factfinder.census.gov>.

### 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.

### Government

The town adopted a home rule charter form of government at the annual meeting and by ballot in 2002. Slight modifications were made to the document when the charter was reviewed in 2012. The charter specifies an open town meeting, a 5 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 Manager has broad powers of organization, oversight, and planning.

### Population

The population of Uxbridge grew by over 20% between the federal census years of 2000 and 2010 to 13,457. The U.S. Census Bureau estimates that population growth in Massachusetts will average only 8% between 2010 and 2020.

93.8% of Uxbridge residents identify as Caucasian; the median age of Uxbridge residents is 40.4 years compared to a state average of 39.4.

<b>Town of Uxbridge Population - Race</b>	<b>2013-2017 Estimate</b>	<b>Percent of Total Population</b>
White or Caucasian	12,960	93.8%
Black or African American	329	2.4%
Asian	287	2%
Some other race	121	.9%
Two or more races	118	.9%

<b>Town of Uxbridge Population - Age</b>	<b>2013-2017 Estimate</b>	<b>Percent of Total Population</b>
Total population	13,815	
Citizen, 18 and over population	10,515	76.1%
Under 5 years	691	5.0%
5 to 9 years	862	6.2%
10 to 14 years	908	6.6%
15 to 19 years	1,090	7.9%
20 to 24 years	945	6.8%
25 to 34 years	1,569	11.4%
35 to 44 years	1,597	11.6%
45 to 54 years	2,453	17.8%
55 to 59 years	1,357	9.8%
60 to 64 years	625	4.5%
65 to 74 years	1,001	7.2%
75 to 84 years	439	3.1%
85 years and over	278	2.0%

### Education, Employment, Income

The vast majority of Uxbridge adult residents have a high school education or greater. The following education statistics indicate that slightly fewer Uxbridge residents hold college or advanced degrees than does the general Massachusetts population.

<b>Education</b>	<b>Uxbridge</b>	<b>Massachusetts</b>
High school or higher	94.9%	90.3%
Bachelor's degree or higher	35.7%	42.1%
Graduate or professional degree	12.2%	18.7%

According to 2017 information, 7,480 Uxbridge residents are employed. Over 87% work in 6 employment sectors. 95% of workers commute to their jobs by car, van, or truck, with the average commute time being just over 30 minutes. 3.9% of employees report that they work from home.

<b>Employment Sector</b>	<b>Estimate</b>	<b>Percent</b>
Educational Services	1,659	22.2%
Manufacturing	1,310	17.5%
Health Care	1,120	15.0%
Retail Trade	938	12.5%
Scientific, Professional, Management, Administration	808	10.8%
Construction	683	9.1%
Other	962	12.9%
<b>Total</b>	<b>7,480</b>	<b>100%</b>

The estimated median household income is \$94,656, which is more than \$20,000 above the state median of \$74,167. 8.3% of Uxbridge citizens live below the poverty level compared to 11.3% of the statewide population.

### Housing

Of the 4,995 housing units in town, 4,757 are occupied and 238 are classified as vacant. 3,808 are owner occupied while 949 housing units are rented. The median value of a single family home in Uxbridge is \$380,000.

### Town Services

*The Uxbridge Police Department* consists of 1 chief, 1 lieutenant, 4 sergeants, 1 detective and 11 full-time officers. There are also 6 intermittent officers, 5 full-time civilian personnel and 6 part-time civilians in the department. The UPD provides a strong and positive force in the community.

*The Uxbridge Fire Department* is a full-service fire/rescue and EMS combination department made up of a staff of 13 career fire/EMS personnel and 19 on-call fire/EMS personnel. 22 of these staff members are EMTs or Paramedics. The department operates from a newly constructed headquarters station and also operates a small substation. The department provides EMS services at the paramedic level.

*The Uxbridge Council on Aging / Senior Center* serves an over-65 population that now exceeds 12% of Uxbridge citizens. The Center provides a variety of services such as an in-house hot lunch program on weekdays, Meals on Wheels, flu clinics, and outreach services. Seniors are also provided with transportation to medical appointments. A variety of social activities and programs take place at the Center as well as sponsored field trips and excursions.

*The Uxbridge Public Schools* have a current enrollment of 1,672 students in preschool through grade 12. The Earl D. Taft Elementary Learning Center houses preschool through grade 3 and is home to 561 students in the current academic year. Whitin Intermediate School houses 528 students in grades 4 through 7. Enrollment at the Uxbridge High School is comprised of 583 students in grades 8 through 12. 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 Heritage State Park. The park is at the site of the former River Bend Farm and includes a historic towpath along the Blackstone Canal. The West Hill Dam recreational area 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.

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.

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.

The town has many well maintained fields for soccer, baseball and football as well as basketball and tennis courts. A Community Garden has operated on town owned land since 2012. 100 plots make up the gardens where members of the community organically grow fruits, vegetables and flowers. The town recently created a Recycling and Sustainability Committee, which strives to promote awareness of environmental wellness and safety. A town dog park, currently under construction, will be available for use within the year.

There are eight churches in Uxbridge; Church of the Nazarene, Cornerstone Church, Faith Fellowship and Foursquare Bible Institute, First Congregational Church, Good Shepherd Church, St. Mary Roman Catholic Church, Congregation Maranatha, Inc., and True Vine Assembly of God.



## The Library Today

The physical space of the library dictates much of what currently transpires there. The 1894 building contains 9,970 square feet of usable space on 3 levels. Only the basement level, which houses the youth areas, is accessible to all patrons. In order to use the main desk, stacks, and reading rooms, visitors must climb a set of exterior stone steps and enter through a heavy 19<sup>th</sup> century carved oak door. From this main level, the youth area and the meeting rooms are available only to those able to walk either up or down a set of narrow, curved stairs set in the Library's decorative turret.

The Library is open five days per week, including 2 evenings and some weekend hours as required by the Massachusetts Board of Library Commissioners (MBLC) certification. For fiscal year 2018, the facility was open for 1,935 hours and served 56,363 patrons (an average of 29 visits per hour).

Uxbridge Free Public Library is a member of the Central Western Massachusetts Automated Resource Sharing (CW MARS) consortium, which includes both public and academic libraries. The network offers more than 8.5 million physical items and ebooks that are available to Massachusetts residents. Internal technology upgrades were implemented over time at the Library, including in-house laptops, updated copiers and a digital overhead scanner. Visitors can take advantage of five Internet work stations and a wireless network accessible to the public throughout the building. A dedicated area houses the local historical collection.

The Library has 6,054 registered borrowers, 5,278 (87%) of whom are Uxbridge residents. 481 new cards were issued during fiscal year 2018.

### Interlibrary Loan Services

If the future of public libraries is dependent on their ability to be collaborative, the trend in Interlibrary Loan Services within the CW MARS system is a positive sign for the Uxbridge Free Public Library. Not only are more books traveling between libraries each year, but Uxbridge is a net lender, indicating a well-maintained collection of in-demand materials.

<b>Interlibrary Loan Services</b>	<b>FY2005</b>	<b>FY2012</b>	<b>FY2018</b>
Received from other libraries	8,001	11,113	9,288
Provided to other libraries	3,069	7,295	10,474
<b>Total</b>	<b>11,070</b>	<b>18,408</b>	<b>19,762</b>

## Holdings

<b>Material Type</b>	<b>Adult</b>	<b>Young Adult</b>	<b>Juvenile</b>	<b>Holdings Totals</b>	<b>Percent of Holdings</b>
Books	19,557	2,369	16,709	38,635	34.7%
Periodicals	424	43	80	547	.49%
Audio	1,434	243	383	2,060	1.9%
Video	2,941	544	1,403	4,888	4.4%
E-books*	37,570	5,990	5,990	49,550	44.4%
E-audio*	10,773	1,359	1,327	13,459	12.1%
Misc. E-media*	1,312	53	196	1,561	1.4%
Misc. Materials	398	45	346	789	.7%
<b>Material Total</b>	<b>74,409</b>	<b>10,646</b>	<b>26,434</b>	<b>111,489</b>	<b>100%</b>

\*OverDrive electronic collections allows patrons to access 64,570 items, including ebooks, eaudio, and evideo materials.

In addition to the above holdings, the Library subscribes to 6 locally licensed electronic databases. These databases include Ancestry Library Edition, Freegal Music, Hoopla, OverDrive, Rocket Languages, and Universal Class. The Library also offers 33 print magazine subscriptions and 5 print newspaper subscriptions.

## Circulation

<b>Material Type</b>	<b>Circulation Totals</b>	<b>Percent of Circulations</b>
Books	46,758	60.9%
ebooks	7,885	10.3%
DVDs	16,647	21.7%
Audiobooks/CDs	3,378	4.4%
Miscellaneous	1,201	1.6%
Periodicals	970	1.3%
<b>Circulation Total</b>	<b>76,839</b>	<b>100%</b>

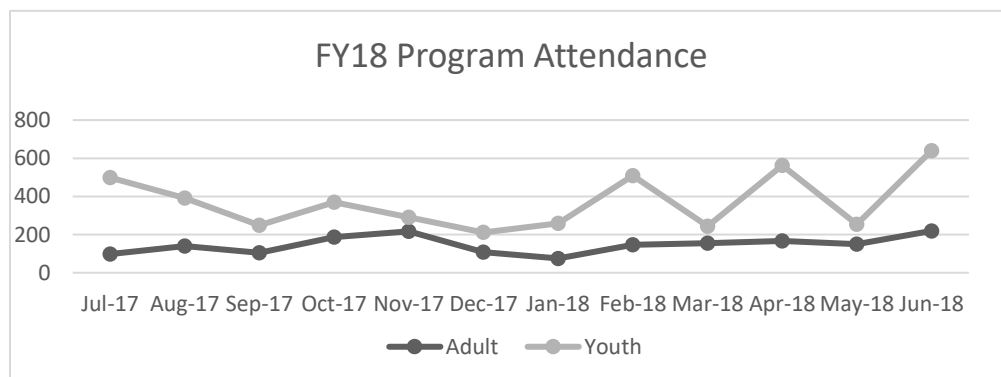
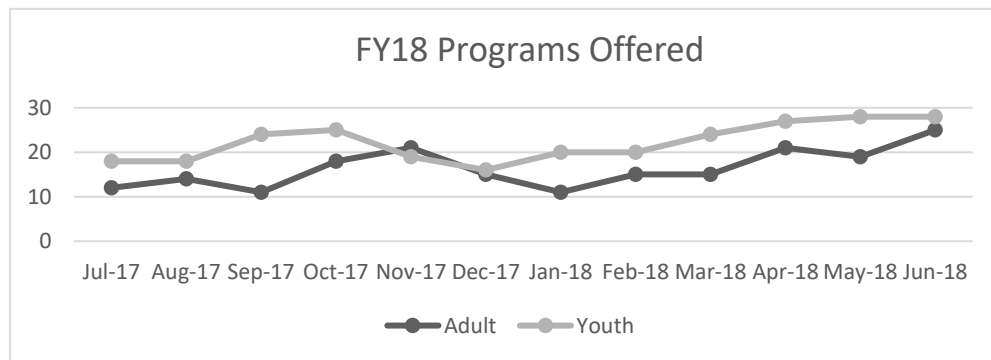
<b>Material Age Groups</b>	<b>Circulation Totals</b>	<b>Percent of Circulations</b>
Adult	40,651	52.9%
Young Adult	4,329	5.6%
Juvenile	31,859	41.5%
<b>Total</b>	<b>76,839</b>	<b>100%</b>



## Programming

The core mission of libraries is to provide access to reliable information. Free of charge programs are offered regularly for both children and adults. Over 6,000 attendees enjoyed programs ranging from story hours to yoga sessions during FY2018. By offering a variety of program opportunities on a diverse array of topics, we encourage the Library's commitment to the community as a hub of lifelong learning.

Program Type	Number of Programs	Attendance
Adult	197	1,762
Young Adult	30	370
Juvenile	237	4,147
<b>Total</b>	<b>464</b>	<b>6,279</b>



## **Planning Methodology**

Efforts began in June 2018 to produce an updated Long Range Plan for the Uxbridge Free Public Library that would provide direction for the period 2020-2024. Local media outlets published articles soliciting resident volunteers for a Long Range Planning Committee. By the beginning of July 2018, many residents expressed interest in the process and joined the advisory committee to provide input into the planning process.

Guided by the Three Meeting Model published by the Massachusetts Library System (MLS), the Long Range Planning Committee and the Library Director employed the following components to assist the planning process:

- The Uxbridge Free Public Library 2012 – 2017 Long Range Plan
- Long Range Planning Committee
- SOAR (Strengths, Opportunities, Aspirations, Results) exercises
- Community visioning exercise
- Community survey
- Sessions with Library staff and Board of Library Trustees

### **Uxbridge Free Public Library 2012-2017 Long Range Plan**

The previous Long Range Plan for the Library was completed in 2012. Since that time, the Library has experienced several turnovers in leadership and increased pressure on the facility. Despite these challenges, the goals of the Plan remain important to the staff. Several of the 2012-2017 goals were retained in the updated Long Range Plan because of their continued relevance.

### **Long Range Planning Committee**

The Long Range Planning Committee as a whole met 5 times over the course of 11 months in 2018 and 2019. They participated in exercises, framed survey questions, discussed library issues and submitted suggestions for goals. In addition to general meetings, members met in small groups to draft sections of the Long Range Plan.

### **SOAR exercises**

The Long Range Planning Committee, Library staff, Board of Library Trustees and Friends of the Library conducted exercises to examine the Strengths, Opportunities, Aspirations and Results of the Library. Results allowed the Committee to focus on the most important and challenging issues for the Library. Details of a SOAR session appear in Appendix A.

### **Community visioning exercise**

Kristi Chadwick, MLS Consultant, facilitated a session with the Long Range Planning Committee to identify and explore the values and priorities of the town and its residents. The results of this session helped determine the role that the Library has in the community and framed goals that support its mission.

### **Community Survey**

A community survey was conducted in September 2018. The committee publicized the survey widely using various media platforms. The number of responses to the survey was

statistically significant for the size of the town's population. These results were instrumental in framing the goals for this Long Range Plan. Highlights of the survey responses appear in Appendix B.

### **Sessions with Library staff and Board of Library Trustees**

At a regular meeting of the Board of Library Trustees in November 2018 each member was asked to present 2 goals that he/she considered important for the future of the Library. The suggestions, which have been incorporated in the new Long Range Plan, included desired outcomes in both library operations and in the areas of renovation/expansion. Staff members were similarly involved in the Long Range Plan process by defining the strengths and opportunities of the Library program as seen from their unique point of view. Their concerns and recommendations were important in framing the goal regarding local history.

## **User Needs Assessment**

The purpose of the user needs assessment process was to ensure that the direction of the Library programs and offerings fulfill patron needs. Community survey results provided information about library usage, materials, staffing, customer service, physical space concerns and a host of other topics.

Nearly half of the survey respondents were in the 45-64 age range. Another third were 25-44. Over 65% have lived in Uxbridge for 10 years or more. Nearly 45% care for one or two children, while an equal number of survey participants do not have children under 18 in their care.

The most important activity among survey takers is borrowing books and other materials. Over 74% of patrons said that the Library's top priority should be to purchase more materials for circulation. Nearly 60% indicated that expanding the program curriculum should be a high priority for improved library services. The top 3 services that library patrons value are circulating materials, interlibrary loan services and programs. Nearly 35% rated access to electronic materials as their top priority. An almost equivalent number of patrons wished for improved community gathering space. There was very little interest in an Email-a-Librarian program (less than 10%).

The survey results describe a traditional library population that values both print materials and the interactions between community members. Many survey takers noted the building access issues and lack of parking. Over one third of survey takers noted expansion of library space and handicap access as the projects that would improve the usefulness of the library. 27% said that they visit other libraries for better materials, resources, and accessibility.

The survey highlighted the lack of awareness that patrons experience regarding events and services at the Library. While nearly 40% find their information about library programs from the Library website, an even higher percentage use a combination of signs at the Library and staff recommendations. Only slightly less than 30% of survey participants find their information from local newspapers, while 17% said that they are unaware of Library events and services. This data translates to a great need for a vastly improved marketing plan.

## Goals, Objectives, and Activities

**Goal:** The Library will continue to 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: Evaluate feasibility of access ramps and elevator.
  - Activity: Reconfigure interior layout to satisfy ADA regulations.
  - Activity: Explore the budget possibilities for increased hours of operation.
  - Activity: Seek out additional parking opportunities.
- Activity: Research grant funding opportunities.

Objective: The Library will create a more welcoming physical environment.

- Activity: Explore the budget possibilities for modernized furnishing options.
  - Activity: Develop areas for passive programming.
  - Activity: Advertise the Library as a public meeting space for outside organizations.
- Activity: Explore the budget possibilities for study space and computer workstation expansion.

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

Objective: The Library will enhance and raise awareness of its core collection.

- Activity: Expand digital resources such as OverDrive Advantage Program, Kanopy, etc..
- Activity: Expand print literature to include H.W. Wilson core collection and most highly recommended titles.
- Activity: Explore the possibility of creating a non-traditional collection of items.
- Activity: Create more in-house displays to promote both physical and digital library materials.

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

- 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.
- Activity: Provide adult education programming on identified topics of interest.
- Activity: Provide youth education programming on identified topics of interest.

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 number of public access computers

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

**Objective:** The Library will increase public awareness of the services and the 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 community.

- Activity: Publish monthly press releases to local news outlets featuring library offerings.
- Activity: Engage patrons and non-patrons by increasing social media presence on the Library Facebook, Instagram and website.
- Activity: Encourage patron input for collection development and programming ideas by conducting patron satisfaction surveys annually.

**Objective:** The Library will continue 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: 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.
- Activity: Partner with neighboring public libraries to provide community services.

**Objective:** The Library will build upon the established partnership with area schools.

- 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.

**Goal:** The Library will continue to serve as a partner in the study of local history and provide a relevant collection of materials that chronicle the rich past of the Blackstone Valley.

**Objective:** The Library will evaluate current historical materials in order to provide a relevant and accessible collection.

- Activity: Create a finding aid for both patrons and staff.
- Activity: Create and implement a Local History Collection Development Policy.
- Activity: Create and implement a Local History Collection Usage Policy.

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

- Activity: Reassess the Northeast Document Conservation Center (NEDCC) preservation planning report from 2009.
- Activity: Identify short-term and long-term preservation goals.
- Activity: Explore funding opportunities for preservation and digitization.

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

- Activity: Collaborate with historical organizations in Uxbridge and surrounding communities.
- Activity: Create more in-house 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.



### Timeline of Activities to Support Goals

Activities	2020	2021	2022	2023	2024
<b>Goal: Community Center Space</b>					
Evaluate feasibility of access ramps and elevator.			X	X	X
Reconfigure interior layout to satisfy ADA regulations.			X	X	X
Explore the budget possibilities for increased hours of operation.			X	X	X
Seek out additional parking opportunities.	X	X	X	X	X
Research grant funding opportunities.		X	X	X	X
Explore the budget possibilities for modernized furnishing options.			X	X	X
Develop areas for passive programming.	X	X	X	X	X
Advertise the Library as a public meeting space for outside organizations.	X	X	X	X	X
Explore the budget possibilities for study space and computer workstation expansion.			X	X	X
<b>Goal: Community Relationships</b>					
Advertise services and programs through local businesses by creating physical marketing materials.	X	X	X	X	X
Increase social media presence on additional platforms such as community Facebook forums and other outlets.	X	X	X	X	X
Attend Massachusetts Library System (MLS) marketing and outreach workshops.	X	X	X	X	X
Correspond with MLS Marketing Consultants.	X	X	X	X	X
Publish monthly press releases to local news outlets featuring library offerings.	X	X	X	X	X
Engage patrons and non-patrons by increasing social media presence on the Library Facebook, Instagram and website.	X	X	X	X	X
Encourage patron input for collection development and programming ideas by conducting patron satisfaction surveys annually.		X	X	X	X
Increase programming with the Council on Aging, the Board of Health, and other town departments.	X	X	X	X	X
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.	X	X	X	X	X
Partner with neighboring public libraries to provide community services.	X	X	X	X	X
Collaborate on the creation of community and family events.	X	X	X	X	X
Schedule outreach visits to all school campus loca-	X	X	X	X	X

tions.					
Partner with faculty members in supplying additional resources for curriculum content.	X	X	X	X	X
<b>Goal: Develop New Offerings</b>					
Expand digital resources such as OverDrive Advantage Program, Kanopy, etc..	X	X	X	X	X
Expand print collection to include H.W. Wilson core collection and most highly recommended titles.	X	X	X	X	X
Explore the possibility of creating a non-traditional collection of items.			X	X	X
Create more in-house displays to promote both physical and digital library materials.	X	X	X	X	X
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.		X	X	X	X
Provide adult education programming on identified topics of interest.	X	X	X	X	X
Provide youth education programming on identified topics of interest.	X	X	X	X	X
Maintain and update internal technology used for library services.	X	X	X	X	X
Research self-service implementation.				X	X
Increase the number of public access computers.				X	X
<b>Goal: Local History</b>					
Create a finding aid for both patrons and staff.	X	X	X		
Create and implement a Local History Collection Development Policy.		X	X		
Create and implement a Local History Collection Usage Policy.		X	X		
Reassess the Northeast Document Conservation Center (NEDCC) preservation planning report from 2009.			X	X	X
Identify short-term and long-term preservation goals.			X	X	X
Explore funding opportunities for preservation and digitization.			X	X	X
Collaborate with historical organizations in Uxbridge and surrounding communities.	X	X	X	X	X
Create more in-house exhibits that promote the history of the Library and the community.	X	X	X	X	X
Partner with educators, historians, and other cultural institutions on initiatives that highlight local history.	X	X	X	X	X
Offer more programming focused on local history and genealogy.	X	X	X	X	X



## **Appendix A**

### **SOAR – Strengths, Opportunities, Aspirations, Results**

#### **Uxbridge Library Analysis by Long Range Planning Committee August 2018**

##### **Strengths – What are our greatest strengths?**

Circulation – books, dvds  
ILL – conventional tasks  
Staff – personable, helpful, knowledgeable  
Staff knows customers  
Pride – take care of shut-ins  
Showcase new acquisitions  
Beginning of a community center  
Programming for adults  
Museum passes  
Building history

##### **Opportunities – What are our best opportunities?**

Market building history  
Field trips for kids  
Programs re: town history  
Get support of town  
Presentation of art collection  
Local artists display/ artist seminar  
Open house  
Wall space in teen room  
Library of things

##### **Aspirations – What are our hopes for the organization?**

Literacy programs – GED  
Programs for retirees  
College level programs  
Accessibility/expansion  
Large public meeting space  
Community center  
Attract non-users to library

##### **Results – How do we know we are reaching our goals?**

More cards issued  
Increased door count  
Greater circulation, program attendance  
Community use of building  
More use by younger people

## Appendix B

### Summary of 413 Community Survey Responses

#### September 2018

Survey results indicate that Uxbridge has a relatively traditional community, mostly interested in basic library services such as circulation and programming.

With the exception of younger people who tend to use the library for play time for their children and older people who tend to use the library for its services (Internet, copying, printing), most survey takers utilize the top 4 categories (borrowing books and other materials, attending programs, asking questions/receiving help, and borrowing museum passes). Borrowing books and other materials was rated the most utilized service. Museum passes, assistance and programs were nearly equally rated (Question 3).

Circulation and programs are considered the most important services for people with or without children. People with children also indicate that providing early childhood experiences is important (Question 5). The majority of people rated more materials and increased programming as the most important priorities for the library in the future (Question 12). In regard to areas in which the library could improve, the top 3 categories noted were increased evening/weekend hours, expanding the building to have a larger space for programming, and handicap accessibility.

1. How often do you visit the library?

% of responses      # of responses

Frequently	29%	120
Occasionally	27%	113
Every few months	17%	68
Rarely	14%	57
Not at all	13%	53

2. If you didn't use the library, why not?

Find information elsewhere	43%	118
Inconvenient hours	24%	67

3. Which services are *most utilized*?

Borrow books, etc.	90%	332
Attend a program	44%	161
Ask a question/asked for help	40%	146
Borrow museum passes	39%	143

4. How do you find out what's happening?

Library website	41%	167
Signage at the library	39%	157
Newspapers	30%	121

5. Which services are *most important*?

Providing materials to loan	91%	366
Providing ILL services	53%	215
Providing programs	51%	205

6. Why do you visit the library website?

To reserve materials	48%	194
To search the catalog	44%	178
To find out about programs	38%	154

7. Do you visit other libraries?

No	67%	279
Yes	31%	127

8. Why do you visit other libraries?

More convenient location	35%	46
Better materials/resources	26%	36

9. Please rate each of the following.

<b>Customer Service</b>		
Excellent	79%	292
Good	11%	41
<b>Collection</b>		
Excellent	30%	112
Good	48%	177
<b>Programs</b>		
Excellent	26%	95

Good	39%	141
Not applicable	27%	98
<b>Online Services</b>		
Excellent	34%	122
Good	36%	131
Not applicable	23%	83
<b>ILL Services</b>		
Excellent	51%	182
Good	22%	80
Not applicable	24%	88
<b>Computers and printers</b>		
Excellent	13%	44
Good	23%	79
Not applicable	57%	196
<b>Internet/Wi-Fi</b>		
Excellent	20%	72
Good	22%	76
Not applicable	52%	183

10. Please rate each of the following:

<b>Condition of facility</b>		
Excellent	20%	73
Good	51%	187
Fair	22%	83
<b>Cleanliness of facility</b>		
Excellent	40%	148
Good	45%	167
<b>Accessibility</b>		
Excellent	21%	79
Good	34%	125
Fair	19%	70
Poor	18%	66
<b>Hours of operation</b>		
Excellent	18%	67
Good	47%	175
Fair	19%	70
<b>Overall</b>		
Excellent	37%	137
Good	47%	173

11. Are recent items available?

Within a reasonable time	44%	163
Quickly	26%	96
Not applicable	25%	92

12. What should the top priorities be?

More materials	75%	273
More programming	59%	215
Improved facilities	40%	145

13. How can improve the library's usefulness?

Expand evening/weekend hours	24%	37
Expansion/improved facilities	22%	33
Handicap accessibility	14%	22

14. Which devices do you have?

Desktop or laptop	95%	351
Smartphone	89%	330
Blu-ray, DVD player	74%	272
Tablet or e-reader	72%	266
Streaming media device	58%	216

15. How long have you lived in Uxbridge?

20 years or more	39%	144
10-19 years	25%	94
4-9 years	13%	47
Do not live in Uxbridge	9%	34

16. Do you have an Uxbridge library card?

Yes	85%	315
No	5%	19