

HINGHAM PUBLIC LIBRARY LONG RANGE PLAN 2016-2020



Plan approved by the Hingham Public Library Board of Trustees on September 16, 2015

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Introduction

This Hingham Public Library Long Range Plan for 2016-2020 was unanimously approved and adopted by the Board of Trustees on September 16, 2015 at a duly convened public meeting. This is our fifth Long Range Plan. Thoughtful planning is always needed, of course, but today opportunity and challenge, evolving expectations, new technology and constricted resources challenge us more strongly than ever as we operate in an exciting time of change and transition for libraries everywhere. Our success or failure will be measured by how meaningful and relevant we continue to be for our residents.

This Plan serves to guide and facilitate the delivery and development of library services and to meet patron expectations. Implementation of the Plan is subject to funding from the Town of Hingham, the Board of Trustees of the Hingham Public Library, and other sources. Approval of this Plan does not commit the current or future Boards of Trustees of the Library to any specific expenditure of funds or to follow the Plan slavishly. We recognize that the pace of change may compel modifications of the Plan.

Executive Summary

The Hingham Public Library's FY2016 – FY2020 Long Range Plan is intended to guide and describe the Library's priorities for the next five years. The Plan was developed through a series of Trustee, employee, and community meetings, data collections, library literature surveys, an Employee Survey, and a Patron Survey. Most of this activity took place between early 2013 and early 2015. Participants included members of the public, focus groups (community forums), Library Staff, the Library Director, Library Futures Task Force, and the Library Trustees' Long Range Planning Committee. Information collected was examined to identify those goals considered to be most important to strengthen and improve progress toward fulfillment of the Hingham Public Library's mission.

The goals and objectives in this Plan do not address every need identified by the planning committee, and they do not include all of the work activities that the Library will undertake in the course of the next five years. Staff will work on providing excellent library services to all of our patrons, while focusing on the major goals identified here. The Library Administration in its leadership role will be responsive to emerging patron needs regardless of whether a particular need is identified or not identified in this Plan.

Summary of Primary Goals 2016 – 2020:

The above noted major data sources (validated, of course, against the ongoing institutional experience and memory of daily operations, projects, changes, initiatives, and patron feedback), underlie the following:

- 1. Evaluation, redesign and expansion of physical space to provide flexibility and support for offerings**
- 2. Development of new offerings for patrons**
- 3. Prudent continuing adaptation of technology**
- 4. Enhancement of core collections and service strengths**
- 5. Enhancement of marketing, outreach, and communications channels with patrons and non-patrons**
- 6. Training and development of our Staff**
- 7. Development of new public and private funding sources and improvements to existing sources**
- 8. Greater collaboration with Town departments and community organizations**

See pp. 18 – 38 for detailed long range plan goals, objectives and activities.



Mission

Hingham Public Library will offer patrons responsive services delivered in an efficient and effective manner, and will:

- Provide materials and services to contribute to and enhance the personal enrichment, enjoyment, and educational endeavors of its patrons;
- Nurture personal growth, stimulate intellectual curiosity and encourage life-long learning;
- Encourage early childhood literacy;
- Enable individuals of all ages to explore their community and the world through cultural, artistic, historical and informational programs and displays;
- Provide service on equal terms to all individuals in the community and work toward the development of the individual as a citizen and by example the removal of ignorance, intolerance and indifference in the community;
- Be a community center and destination where residents of all ages can meet to exchange ideas, discuss issues and enjoy a non-partisan atmosphere;
- Offer a diverse collection of print, media and electronic materials that meets patrons' recreational and educational needs and interests by including both popular current titles and literary classics.

Vision

To guide our work with each other and the community we serve, we value and are dedicated to the following:

- A well-trained, enthusiastic, and dedicated Staff in a stimulating and collegial setting;
- Quality service;
- Respect for the individual, both Staff members and the public;
- Teamwork and collaboration with community and governmental organizations to deliver the best possible services;
- Equal access to information;
- Responsible stewardship of public and philanthropic resources;
- Appropriate technology to extend, expand and enhance services for all patrons;
- Ongoing assessment of our services and work methods to ensure responsiveness to the community;
- Active publicizing of our resources and services;
- A welcoming, inviting and safe building and grounds.

Long Range Planning Committee

Thomas Carey, Esq., Committee Chairman
Edward Boylan, Vice Chairman of the Board of Trustees
Arthur Garrity, Secretary of the Board of Trustees
Bonnie Hobbs, Trustee
Elizabeth Eldredge, Trustee
Michael Spatola, Trustee
Linda Harper, Acting Library Director
David Mehegan, Chairman of the Board of Trustees (Ex Officio)

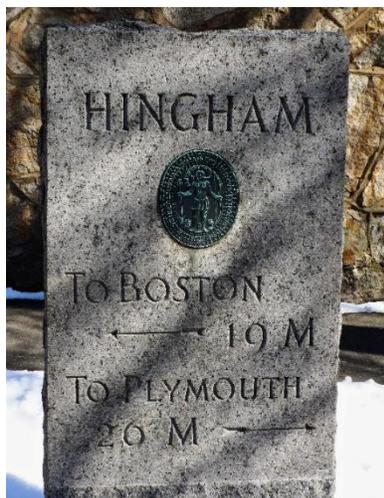
Board of Trustees

David Mehegan, Chairman
Edward Boylan, Vice Chairman
Edward Siegfried, Chief Financial Officer and Treasurer
Arthur T. Garrity, Jr., Secretary
Charles B. Abbott, Esq.
Nelson G. Ross, Esq.
Harold S. Goldstein
Edna English
Thomas J. Carey, Jr., Esq.
Jo Ann Mitchell
Bonnie Hobbs
Tina Sherwood
Michael Spatola
Caryl Falvey
Elizabeth Eldredge

Paul Healey, Trustee Ex Officio, Chairman, Board of Selectmen
Dr. Dorothy Galo, Trustee Ex Officio, Superintendent of Schools
Jean M. Montgomery, Trustee Ex Officio, Town Treasurer

Hingham Community Profile

Information from www.hingham-ma.gov and <http://www.factfinder.census.gov>



With a population of 22,157 Hingham and its history is reflected in its many immaculately kept antique houses, including the "Old Ordinary" on Lincoln Street, which now houses the Hingham Historical Society Museum. Derby Academy, founded in 1784, is the oldest co-educational school in the country and Hingham's First Parish Old Ship Church is the oldest wooden structure in the country in continuous use as a place of worship. Hingham's six historic districts help the town maintain its unique character. Largely residential, Hingham has 8,953 housing units.

Property market values dipped during the recent economic recession but have been rebounding. Single family homes are typically priced in the \$800,000 range and above. Condominiums are available for \$300,000 and upward. Purchasing a home in Hingham continues to be a desirable goal but affordability remains a barrier to many prospective home buyers.

Hingham values its location on the water, with 21 miles of shoreline. Boating and recreational uses of the waterfront have a high profile. Construction of a new harbor park will further expand the public uses of Hingham Harbor. South Shore Country Club, owned by the Town, provides additional recreation opportunities for residents. Other recreational areas include the 500-acre Bare Cove Park with biking and walking trails along the Back River; World's End, a 250-acre peninsula overlooking Hingham Harbor, which affords breathtaking views of Boston; and Wompatuck State Park which encompasses 3,000 acres of woodland and is the largest public campground in the metropolitan Boston area.

Hingham is an upper middle-income, racially mostly white [96.2%], developed suburb whose working residents largely commute to Boston for employment. The majority of Hingham residents are employed in management and professional jobs followed by sales and other white-collar office jobs.

The Town's public schools, library and municipal services are among the top performers as measured against their municipal population peers throughout the Commonwealth. The Town maintains a quality and stable workforce and has a bond rating of "Aaa" from Moody's Investor Services, "AAA" from Fitch Ratings, and "AAA" from Standard & Poor's.

History of the Hingham Public Library

Resident Albert Fearing built the Town's first public library in 1869. Destroyed by fire in 1879, the original building was replaced in 1880 by a wooden structure in Hingham Center which served the Town until the current building opened in 1966. The new facility, erected in Fearing's memory, greatly enhanced the services the Library could provide and brought it into the modern age. This building was renovated and expanded in 2001 and reopened in January 2002. The Library now holds more than 343,000 physical and digital items including books, magazines, DVDs, compact discs, eBooks, and other materials. The Library also houses extensive print and electronic reference resources. Hingham's library is often at or near the top of its population category (15,000 – 24,999) for circulation, holdings and other service measurements. Hingham's extensive holdings and forward-looking services allow it to deliver quality services to toddlers, senior citizens, and everyone in-between. An extraordinary 12,343 residents hold cards at their library, placing it statistically well above national and state averages.

The Library is a member of the Old Colony Library Network, an automated resource-sharing network serving towns south of Boston. The Library also is a member of the Massachusetts Library System. The Library serves a community of 22,157 and draws many non-resident patrons from neighboring towns.

Governance

The Hingham Public Library was incorporated on March 19, 1872 by a Special Act of the Massachusetts Legislature for the purpose of maintaining a public library in the Town of Hingham. Following the enactment in 1965 of an amendment to the 1872 Special Act, management of the Library has been vested in a Board of Trustees consisting of (a) the members of the corporation (no fewer than nine nor more than eleven in number), (b) the Chairman of the Board of Selectmen, the Superintendent of Schools, and the Treasurer of the Town, as trustees ex officio, (c) three residents of Hingham appointed by the Board of Selectmen, and (d) two residents of Hingham appointed by the Moderator. The Board of Trustees annually elects a Chairman of the Board, Vice-Chairman of the Board, Treasurer and Secretary. The Board also maintains a number of standing committees to facilitate policy development and service delivery.

The Board of Trustees hires a qualified/certified Library Director to oversee the management, operation and development of the Library.

Hingham to Massachusetts Comparisons

Information from <http://www.city-data.com> & <http://www.factfinder.census.gov>

Median resident age (2010):

Hingham:	43.0 years
Massachusetts median age:	39.3 years

Average household size (2010):

Hingham:	2.7 people
Massachusetts:	2.5 people

Estimated median household income (2012):

Hingham:	\$99,318
Massachusetts:	\$62,859

Percentage of family households (2013):

Hingham:	72.2%
Massachusetts:	63.5%

For population 25 years and over in 02043:

- High school or higher: 97.4%
- Bachelor's degree or higher: 60.7%
- Graduate or professional degree: 26.4%
- Unemployed: 6.1%
- Mean travel time to work (commute): 33.4 minutes



2010 Census Data

Information from <http://factfinder.census.gov>

SEX AND AGE							
Total population	22,157	100.0	Male population	10,405	47.0	Female population	11,752 53.0
Under 5 years	1,408	6.4	Under 5 years	718	3.2	Under 5 years	690 3.1
5 to 9 years	1,848	8.3	5 to 9 years	946	4.3	5 to 9 years	902 4.1
10 to 14 years	1,783	8.0	10 to 14 years	927	4.2	10 to 14 years	856 3.9
15 to 19 years	1,340	6.0	15 to 19 years	672	3.0	15 to 19 years	668 3.0
20 to 24 years	587	2.6	20 to 24 years	293	1.3	20 to 24 years	294 1.3
25 to 29 years	530	2.4	25 to 29 years	255	1.2	25 to 29 years	275 1.2
30 to 34 years	776	3.5	30 to 34 years	350	1.6	30 to 34 years	426 1.9
35 to 39 years	1,355	6.1	35 to 39 years	641	2.9	35 to 39 years	714 3.2
40 to 44 years	1,656	7.5	40 to 44 years	802	3.6	40 to 44 years	854 3.9
45 to 49 years	1,840	8.3	45 to 49 years	890	4.0	45 to 49 years	950 4.3
50 to 54 years	1,791	8.1	50 to 54 years	837	3.8	50 to 54 years	954 4.3
55 to 59 years	1,508	6.8	55 to 59 years	716	3.2	55 to 59 years	792 3.6
60 to 64 years	1,391	6.3	60 to 64 years	659	3.0	60 to 64 years	732 3.3
65 to 69 years	1,089	4.9	65 to 69 years	484	2.2	65 to 69 years	605 2.7
70 to 74 years	793	3.6	70 to 74 years	363	1.6	70 to 74 years	430 1.9
75 to 79 years	747	3.4	75 to 79 years	294	1.3	75 to 79 years	453 2.0
80 to 84 years	824	3.7	80 to 84 years	294	1.3	80 to 84 years	530 2.4
85 years and over	891	4.0	85 years and over	264	1.2	85 years and over	627 2.8
Median age (years)	44.4	(X)	Median age (years)	42.5	(X)	Median age (years)	46.1 (X)
16 years and over	16,773	75.7	16 years and over	7,629	34.4	16 years and over	9,144 41.3
18 years and over	16,125	72.8	18 years and over	7,312	33.0	18 years and over	8,813 39.8
21 years and over	15,679	70.8	21 years and over	7,094	32.0	21 years and over	8,585 38.7
62 years and over	5,170	23.3	62 years and over	2,094	9.5	62 years and over	3,076 13.9
65 years and over	4,344	19.6	65 years and over	1,699	7.7	65 years and over	2,645 11.9

Library Statistics for Fiscal Year 2016

Budget

Budgeted Sources of Revenue

Municipal Operating Budget	\$ 2,313,572 *
Library Corporation Funding	\$202,999
Total Library revenue	\$ 2,516,571

Budgeted Uses of Revenue

Municipally funded salaries	\$ 1,298,890
Municipally funded operating expenses	314,682
Library Corporation funded materials	210,500
Other Library Corporation expenses	47,500
Total budgeted uses of Library revenue	\$ 2,571,572

*Municipal budget for library service is approximately 1.7% of total town budget

Statistical Data

Fiscal Year 2015 Circulation Statistics

Circulation		Type	
Total:	340,486	Books	208,760
Adult (18+):	244,444	eBooks	15,177
Young Adult (12-18):	9,513	DVDs	75,238
Juvenile:	106,529	Audio Books/CDs	40,995
		Magazines	8,718

<u>Resident</u>	<u>Non-resident</u>	<u>Non-certified</u>	<u>Outside OCLN</u>	<u>Out of State</u>	Total
239,057	92,923	0	3,593	98	335,671

FY 2015 total is 7% fewer circulations than total for FY 2014.

Hingham Public Library Long Range Plan 2016-2020

Fiscal Year 2015 Intra-network ILL Statistics [within OCLN]

<u>Loans Sent</u>	<u>% diff w/FY14</u>	<u>Loans Received</u>	<u>% diff w/FY14</u>
50,154	-11.6%	33,901	-4.3%

Holdings Profile based on July 1, 2015 Data

<u>Materials</u>	<u>Adults</u>	<u>Young Adults</u>	<u>Children</u>	<u>Total</u>
Books	116,575	3,137	26,324	146,036
Magazines/Papers	3,777	68	338	4,183
Audio	14,317	371	950	15,638
Video	11,007	377	2,496	13,880
E-books	158,138			158,138
Downloadable Audio	4,906		0	4,906
Misc. Electronic Media	3	1	255	259
AV Kits	43	0	36	79
Totals	308,766	3,954	30,399	343,119

Other:

- Magazine subscriptions: 418 Adult/YA/Children titles: 169 print & 249 Zinio
- Locally licensed electronic databases: 7
- Website Fiscal Year “hits”: 10,305,047; Sessions: 310,270;
 - Average daily sessions: 850

Borrower Registrations

- Resident borrowers based on 2014 card-holder data: 12,343
- All registered borrowers based on 2014 card-holder data: 13,801

Fiscal Year 2015 Hours of Service

Monday through Thursday 10 am – 9 pm

Closed Friday

Saturday 9 am – 5 pm

Sunday 1 pm – 5 pm *

Average Open Hours per Week: 51.2

Required for Commonwealth’s Library Certification: 50

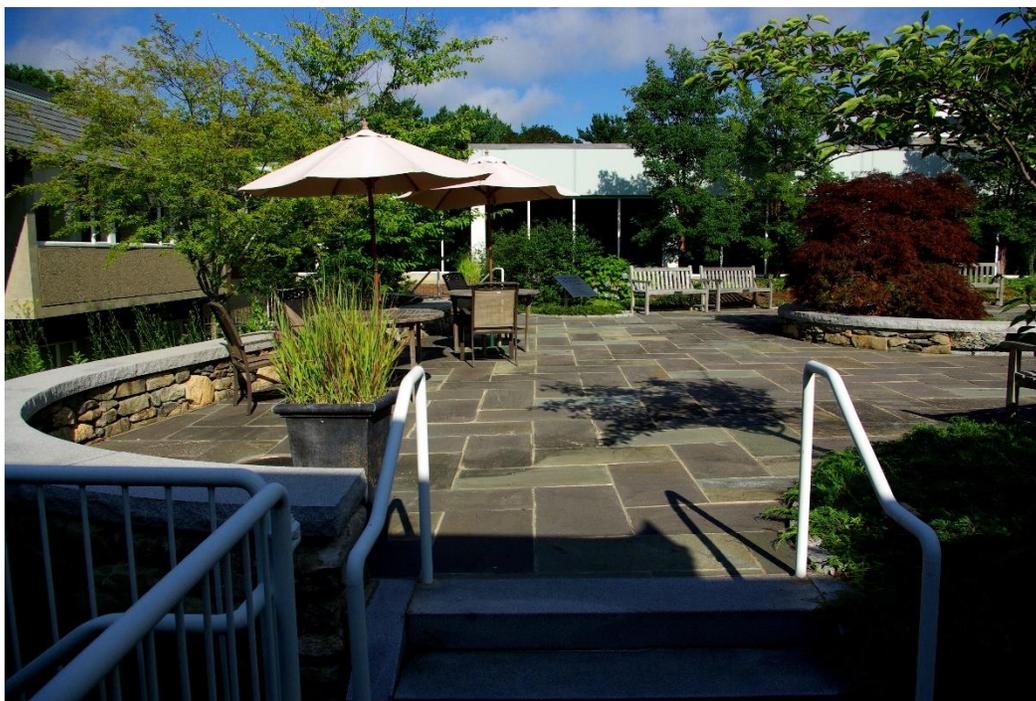
* Sunday hours run approximately concurrent with public school schedule, mid-September through May

Library Attendance:

- Total 230,269
- Total hours open: 2,662
- Visits per hour/day: 86.5/952

Facility Description

- 50,393 square feet (approximately 40,000 net usable)
- Built in 1965 and renovated/expanded in 2001
- Ninety-one dedicated parking spaces with 9 additional on Leavitt Street
- Non-meeting room seating is 88
- Two meeting rooms (90 and 22 seats respectively) with Internet access
- Three “quiet study” spaces for individual or small group use
- Meeting rooms were used 2,074 times exclusive of staff functions
- One computer training room for staff training and public instructional sessions
- Seventeen dedicated Internet workstations
- 100% coverage of library by wireless network accessible to general public
- Three art galleries (two in Adult wing and one in Children’s Room)
- Dedicated collection area for historical documents and artifacts
- Facility is 100% handicapped accessible and ADA compliant





Background

With the many forces, opinions, and influences afoot in today’s “library universe,” Hingham’s 2016-2020 Long Range Plan (the “Plan”) builds on a solid foundation of accomplishment and continuing evolution with a reasoned consideration for what we need to innovate, create, and adapt in the next five years. Our past and our future build on several key long term characteristics that we are fortunate to have:

- A long tradition (see “History”) that consistently exemplify the enduring benefits of a dedicated and involved Board of Trustees and Library Staff,
- Engaged and loyal patrons,
- Stable professional management (only two Directors in 56 years!),
- A dedicated group of 100+ volunteers,
- Being current - if not leading edge – with technology,
- Support from all citizens and Town government,
- Facilities adequate to our mission,
- Substantial focus on our collections,
- A genuinely welcoming “library as place” atmosphere for decades, and
- Diversification of offerings to meet both needs and desires of patrons.

Planning Methodology & Assessment

In evaluating our past performance and assessing our future needs, we have relied on the following primary sources [please see Appendices for source documents]:

- Our 2011 – 2015 Long Range Plan (and performance against objectives)
- Futures Task Force (2013 – present)
- Library Staff survey (2013)
- Patron survey (2014)
- Community visioning and goal identification sessions (three in 2015)
- US Census and other population data

- **2011 – 2015 Long Range Plan (LRP)**
 - On January 2, 2015 our long term (20 years) Library Director, Dennis Corcoran retired. The Trustees intend to appoint Linda Harper as our next Library Director. Linda is currently serving as Acting Director and previously served as our very capable Assistant Director. Under her direction, we expect to continue the high levels of patron service operations and staff management that have been a hallmark of our Library.
 - Under Dennis’s leadership, a very large percentage of the current LRP have been achieved. Please see Appendices for a listing of objectives and their status.
 - Additionally, the Library was able to accomplish numerous other matters not included in the goals (e.g. boiler replacement).
 - As noted earlier, a number of our goals for the 2016-2020 LRP are extensions of foundational efforts that are key to its vitality, community service, and relevancy.

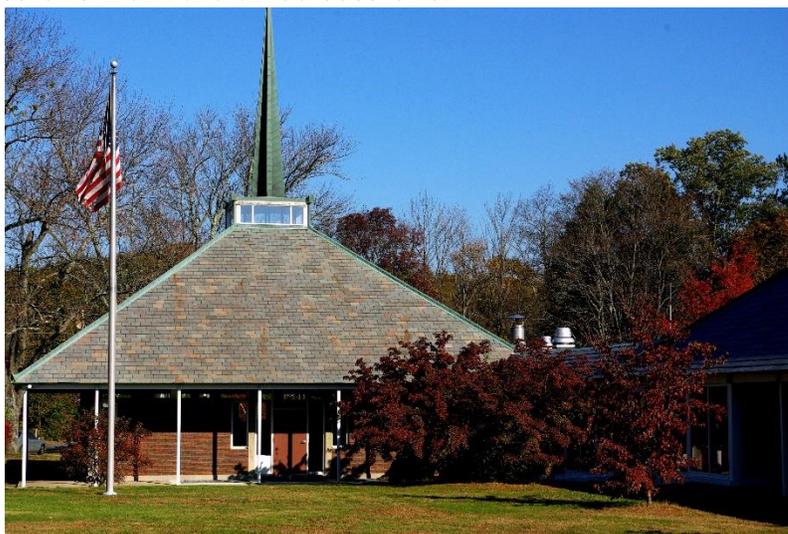
- **Futures Task Force (2013 – present)**
 - The Futures Task Force, comprising several Trustees, Staff members and the Director, was formed in February 2013 as a “think tank” to research, explore, and discuss the current and emerging trends in libraries. The Task Force did not have any operational responsibilities but was to take the results of their work and provide them to appropriate committees (e.g., Operations, Finance, Development, Human Resources, Long range Planning).
 - The Task Force met eleven times and read about and discussed a wide

range of topics in library operations, construction and design, technology applications, societal influences, and more. This effort has given us fresh and broadened insights regarding how we can adapt to the evolving world of libraries while enhancing the core values, environment, and services that our patrons value.

- Two key projects came about from their work: the Staff Survey and a Hingham-dedicated Patron Survey. Both were “firsts” for us and individually and together have provided a trove of useful data for our planning and operations.
- **Library Employee Survey (2013)**
 - Our employee survey gave us the opportunity to look at current operations and future needs “from the inside out.” Subsequently, we had the opportunity to compare and contrast staff opinions and patron survey results as well. We sorted the responses by age and length of library employment. The detailed results are listed in Appendices but the three key areas noted as overall opportunities and needs are:
 - Use of physical space
 - Technology
 - Programming
- **Patron Survey (2014)**
 - While we had participated in some group surveys with other libraries, Hingham had never conducted a dedicated patron survey. We developed a 27 question instrument (including open-ended responses) and conducted it, on line and in hard copy, from April through September 2014, with 1104 individual responses, or about 10% of our active library card base. In addition to the statistical information (please see Appendices/PowerPoint Attachment for survey results) we received almost 3500 answers to open-ended questions.
 - The quantitative data gave us four main areas of opportunity.
 - It confirmed or validated that the majority of the programs, services, and initiatives were strongly approved by a significant percentage of patrons.
 - It challenged our thinking in several areas to further “drill down” and explore why patrons rated us lower than satisfactory or why they made the comments they did. Three questions in particular will be our priority focus: 1) Please tell us how the Library could improve services and offerings to patrons. (667 responses). 2) Are there specific subject areas in our collections

that should be improved? (380 responses). 3) Is there anything else you would like to tell us? (550 responses)

- It provided insights to help us enhance existing operations and set our long range goals.
- It resoundingly affirmed that our patrons valued both the technical assistance and interpersonal behaviors of our Staff.
- The open-ended responses have been clustered into 8 groupings, according to the questions. Under the Acting Director's guidance, we have held staff meetings to gain their insights, reactions to, and ideas from these patron responses. In addition to the use by Trustee committees and Library Director, we will use the continuing employee discussions to help us improve and enhance our service.
- **Community Visioning and Goal Identification Sessions**
 - We conducted three Community sessions with a diverse group of patrons, several Staff members, and the Long Range Planning Committee Trustees.
 - The first session was a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threat) analysis, roundtable solicitation to the question: "What must the Library do over the next 5 years to continue to be the valued community resource it is today?"
 - Session 2, Community Visioning, was facilitated by Kristi Chadwick from the Mass Board of Library Commissioners.
 - Session 3 was a goal and priority identification exercise combining the prior two sessions and the 2014 Patron Survey. The key outcomes were 1) Library Vision Statements, 2) Library Goals, and 3) Summary Impressions from the three sessions.



2016 – 2020 Long Range Goals

These major data sources (validated, of course, against the ongoing institutional experience and memory of daily operations, projects, initiatives, and patron feedback), underlie the following primary goals for the 2016 – 2020:

1. Evaluation, redesign and expansion of physical space to support offerings and to provide flexibility to accomplish them
2. Development of new offerings for patrons
3. Prudent continuing adaptation of technology
4. Enhancement of core collections and service strengths
5. Enhancement of marketing, outreach, and communications channels with patrons and non-patrons
6. Training and development of Staff
7. Development of new public and private funding sources and improvements to existing sources
8. Greater collaboration with Town departments and community organizations

Plan Goals, Objectives and Activities

Goal 1. Physical Space

Goal: Develop physical spaces within the library and on the premises that are responsive to community needs and address the changing uses of space within the Library.

Objective 1: Evaluate current use of physical spaces and examine design options for improvements and flexibility to overall layout, patron's use of space, and staff service points by the close of FY2017. *This objective will be overseen by the Library Operations Committee and the Library Director.*

Activities:

- Create a building program that describes the current and desired use of spaces by October 2015
- Prepare bid document for an architect to develop a plan for redesign or renovation by December 2015
- Hire an architect to prepare schematic drawings and a site plan by August 2016
- Expand and improve art display area in Children's and Young Adult areas by June 2016
- Add service point to main lobby to readily assist patrons by FY2017
- Have Reference Staff more readily available by improving the space and/or location of point-of-contact with patrons by FY2017

Key Outputs:

- By December 2015, a preliminary building program and a bid document for an architect will have been developed.
- By FY 2017, improvements to service points will increase the number of Reference transactions by 20% and Children's art displays by 25%.

Key Outcomes:

- ✓ By January 2017, the Library will have completed all necessary research and documentation in order to have an in-depth understanding of needed improvements to the physical building and to be eligible to submit an application for a construction grant through the Massachusetts Public Library Construction Program (MPLCP), which will greatly improve the patrons' overall library experience, access to collections and diverse programs, and use of the physical space.

Objective 2: Increase number of meeting rooms and small study rooms by the close of FY2020. *This objective will be overseen by the Library Operations Committee and the Library Director.*

Activities:

- Investigate feasibility of library expansion or renovation to create additional public meeting spaces by October 2016

Key Outputs:

- By 2020, increase the number and capacity of the meeting rooms by a minimum of 100%.

- By 2020, increase the number of programs offered or events held by 30%.

Key Outcomes:

- ✓ By 2020, the number and capacity of the meeting rooms will accommodate a growing number of programs offered and patrons attending, which will expand opportunities for patrons by eliminating having to turn people away due to full room capacities for library programs. The results of a 2014 patron survey that measured satisfaction with “Meeting room spaces (quantity & size)” indicates that only 17% rate this as excellent and 24% as good. By 2020, over 85% of patrons using the meeting rooms will say the quantity and size of these rooms are good to excellent.

Objective 3: Create comfortable, inviting and flexible people-centric spaces by the close of FY2020. *This objective will be overseen by the Library Operations Committee and the Library Director.*

Activities:

- Investigate the options available and possibility of adding café and food services by FY2017
- If the idea of a café and food services is deemed feasible, propose to the Board of Library Trustees for approval and seek funding by the end of FY2018 with the goal of implementing these options by FY2020
- Increase and improve open seating and individual study spaces by FY2020
- Improve and upgrade lighting throughout the building by FY2020

Key Outputs:

- By 2020, food services provided by an on-site café, if deemed feasible and implemented, will increase the number of patrons visiting the library by 15%.
- By 2020, daily library visits will increase by 10% due to available seating options and better lighting throughout the building.

Key Outcomes:

- ✓ By 2020, 20% of patrons who visit the library will say the addition of a café and/or seating and lighting improvements have increased their

enjoyment and usage of the library as well as the length or frequency of their visits.

Objective 4: Improve display and accessibility of library's collections and bookstore by the close of FY2020. *This objective will be overseen by the Library Operations Committee and the Library Director.*

Activities:

- Expand the new book area to include more display spaces and shelving by September 2016
- Improve or replace shelving to remove books from bottom shelves and high top shelves by FY2020
- Improve library shelving and directional signage throughout the library by FY2020
- Redesign and expand bookstore layout and shelving for optimal storage and display by FY2020

Key Outputs:

- By the end of FY2017, turnover rates of new books will increase by 20% over the previous year
- By 2020, directional questions fielded by Staff will reduce by 75% from the number of directional questions asked in FY2016
- By 2020, total circulation will increase by a minimum of 10% over the previous year
- By 2020, bookstore capacity will increase by 25% and bookstore revenue will increase by 30%

Key Outcomes:

- ✓ By the end of the plan, 50% of library users will say that the new shelving, signage, and book display areas has increased their ability to physically access and find materials.

Objective 5: Expand the parking lot by the close of FY2020. *This objective will be overseen by the Library Operations Committee and the Library Director.*

Activities:

- Upgrade the septic system and relocate the existing leaching field by FY2020

Key Outputs:

- By January 2017, a site plan will be developed that includes parking and the location of a new septic field
- By the beginning of FY2018, funds for a new septic system and parking lot will be secured
- By 2020, the library will have double the current capacity for public restrooms
- By 2020, the library will have increased parking spaces by a minimum of 50%

Key Outcomes:

- ✓ By 2020, the number of patron complaints about lack of available parking will reduce to less than 1%, and over 50% of patrons who visit the library will say the quantity of parking spaces available is excellent (up from 22% in a 2014 patron survey).

Goal 2. New Offerings

Goal: Remain a vital, relevant and responsive community resource by exploring opportunities to add new offerings to the library's traditional core services and collections that will be valued by the local community.

Objective 1: Expand access to digital online offerings throughout each year of the plan. *This objective will be overseen by the Technical Services Librarian, the Collection Development Librarian, the Assistant Director and the Library Director.*

Activities:

- Explore adding streaming music and videos to the Library's digital offerings throughout each year of the plan
- Develop a platform, such as Biblioboard, to collect and make available eBooks by self-published and local authors by the close of FY2018

Key Outputs:

- By 2020, add streaming music and video services to the Library's online offerings accessible through the Library website.

- By 2018, develop a digital platform that allows for the collection of eBooks self-published by local authors and is accessible online through the Library website.

Key Outcomes:

- ✓ By the end of the plan, library users will have access to online resources and digital collections that expands their use of the library beyond the physical collections within the building, and 80% who uses these resources will say that they are satisfied with these online offerings. In a 2014 patron survey, 736 out of 1216 respondents indicated that they were interested in future offerings such as “streaming popular videos (Netflix-like delivery of movies)”.

Objective 2: Transform existing and create new programs and services to increase their popularity and usefulness. *This objective will be overseen by the Reference Librarians, the Young Adult Librarian, the Assistant Director and the Library Director.*

Activities:

- Add original art to the art print collection loaning program beginning in FY2016
- Create a Teen Advisory Board (TAB) to involve teens in the Young Adult Department’s activities by September 2016
- Design a “readers advisory” system that is easily accessible and adaptable to the changing needs of the community by the end of 2017

Key Outputs:

- By 2016, design a donation solicitation form to give to all prospective art gallery exhibitors.
- By 2016, increase the art print collection items by 20%.
- By the fall of 2016, create a Teen Advisory Board (TAB) that meets with the Young Adult Librarian at least once a month throughout the school year.
- By 2017, produce written guidelines, marketing plan and training for Staff in providing readers advisory services at each service point throughout the library as well as online and over the phone, increasing the number of reader’s advisory queries handled by 30%.

Key Outcomes:

- ✓ Within the first two years of the plan, library users will have access to new and improved collections and services, and 50% of patrons who have used

these offerings will say that these improvements have increased the value and benefits that the library has to offer them.

Objective 3: Analyze and investigate the operational possibilities and funding requirements of adding hours open to the public to the existing operational schedule. *This objective will be overseen by the Business Administrator, the Assistant Director and the Library Director.*

Activities:

- Analyze and examine the community demand for additional operational hours on Fridays and Sundays, and determine the feasibility and funding requirements by the end of FY2016
- If additional hours are deemed feasible and desired, propose to the Board of Library Trustees for approval in FY2017 and seek funding by the end of FY2018, with the goal of implementing the new hours of operation by FY2020

Key Outputs:

- Review patron survey data to analyze and examine the extent of community demand and support for Friday and additional Sunday openings by the end of FY2016
- Determine the levels of staffing required and personnel costs needed for any additional hours of operation sought by the end of FY2016
- Report findings to the Library Board of Trustees by FY2017 and if necessary, ask for approval to continue to pursue securing funding for any desired additional openings
- Meet with representatives from the Union Committee to address any staffing concerns in the FY2017 if additional openings are sought
- Present requests for personnel funding to Town boards in FY2018 for any additional hours sought

Key Outcomes:

- ✓ By FY2020, the library will have analyzed and examined the community demand for additional hours of operation on Fridays and Sundays that cover the school year calendar to serve the needs of students and patrons who have requested that the library add these openings. If additional hours of operation are determined feasible and added to the existing schedule, then by the end of FY2020, 25% of library users will say that the additional hours and days open added to the Library's operational schedule have a positive impact on

their ability to use the library, with an average number of library visits on these days generally equaling that of other days open showing that the library remains well used on these days.

Goal 3. Technology

Goal: Acknowledge the ubiquitous role of technology in daily life and offer increased opportunities for training, education, and usage of digital library services and new emerging technologies.

Objective 1: Provide increased opportunities for technology training and access to new technologies. *This objective will be overseen by the Technology Librarian, the Children's and Young Adult Librarians, the Assistant Director and the Library Director.*

Activities:

- Open a technology/digital media lab and provide public and staff training on equipment use in phases beginning in FY2016, with the goal of being fully equipped and functional by FY2020
- Research and analyze the feasibility, possible options and existing community demand for the establishment of Makerspaces or similar spaces that foster innovation and creativity within the Library by FY2017
- If Makerspaces or creative spaces are deemed feasible and desirable, propose to the Board of Library Trustees for approval in FY2018 and seek funding by the end of FY2019, with the goal of implementing the Makerspace by FY2020
- Create instructional videos and libguides on how to use digital library services and post on Library's website by January 2017
- Install stationary tablets with age-appropriate apps in several locations throughout the Children's department at the beginning of FY2018
- Install wireless printing that is compatible with mobile devices by September 2017
- Continue to expand selection of materials available in AV equipment loaning collection each year of the plan in response to user demand
- Add a technology/AV equipment loaning program geared specifically toward teens by September 2017

Key Outputs:

- By 2016, library users will have access to a technology/digital media lab and related basic training and equipment that has regular and consistent hours of operation
- By 2020, the technology/digital media lab will have expanded the amount of equipment and training available by 30% from 2016
- By 2020, the options and demand for Makerspaces or creative spaces will have been examined and explored, and if deemed feasible and desired, these spaces will be funded and open to the public
- By 2017, library users will have access to libguides online and be able to view videos that provide online instruction and training in how to use library databases and electronic resources
- By the beginning of FY2018, children will have access to a minimum of 6 stationary tablets equipped with age-appropriate apps located throughout the Children's Department
- By 2017, library users will have the option to choose wireless printing available in all areas of the library building that is accessible by their own personal mobile devices
- Throughout each year of the plan, the AV equipment loaning program will be evaluated and additional pieces of equipment purchased to meet library users changing needs
- By 2017, teens will have access to a newly developed AV/technology equipment loaning program with a minimum of 15 pieces of equipment available at the outset and developed specifically for their needs

Key Outcomes:

- ✓ By the end of this plan, 50% of library users who have used the digital media lab, attended technology training, or borrowed items from the AV equipment loaning program will say it has increased their access to and understanding of new technologies.

Objective 2: To improve administrative functions in the Library through technology use and upgrades. *This objective will be overseen by the Technology Librarian, the Business Administrator, the Assistant Director and the Library Director.*

Activities:

- Evaluate security and surveillance systems for upgrades and add additional cameras inside and outside the building by the end of FY2017
- Improve cash controls in Children's and AV through the use of cash registers and explore the use of a POS (point-of-sale) system by the end of FY2017
- Explore the use of a different platform to replace Peachtree as the accounting software used in the business office to improve reporting capabilities by the end of FY2018

Key Outputs:

- By the end of FY2017, the library will have updated the hardware and software for the security and surveillance system that will monitor additional spaces both inside and outside the library not currently covered
- By the end of FY2017, cash registers will be added to the Children's and AV department
- By the end of FY2017, POS systems that include both credit/debit and cash receipt and reporting capabilities will have been explored for potential use to improve the Library's cash controls
- By the end of FY2018, alternative accounting software platforms will have been explored for potential use to replace the current Peachtree software to improve and expand upon current functionality and reporting capabilities

Key Outcomes:

- ✓ By the end of FY2018, security and surveillance systems as well as cash control and reporting systems will have been evaluated and upgraded in order to provide safe, secure, and efficient means of managing library assets as well as safety, and 100% of library administrative personnel will say that these updates will have improved related administrative functions.

Goal 4. Core Collections and Services

Goal: Continue to enhance core collections and services for the personal enrichment, enjoyment, and educational endeavors for patrons of all ages.

Objective 1: Increase the number and diversity of programming offered to patrons of all ages. *This objective will be overseen by the Reference, Children's and Young Adult Librarians, the Assistant Director and the Library Director.*

Activities:

- Increase adult programming for instruction and education, life-long learning, culture, art, and music, author talks and book recommendations beginning in FY2016 and throughout each year of the plan.
- Increase children's programming, including afterschool clubs and activities, parent/child activities, and programs geared towards elementary school children and teens beginning in FY2016 and throughout each year of the plan
- Offer in-house local history programs and exhibits beginning in FY2017 and throughout each year of the plan.
- Offer educational programs for patrons of all ages by partnering with educators from local academic institutions and online through MOOCs beginning in FY2017 and throughout each year of the plan.
- Offer department and Trustee open houses that allow patrons to tour the library and working areas to learn about what resources the library has to offer, how new materials are selected and added to the collection, and how to fully utilize all that the library has to offer beginning in FY2016 and throughout each year of the plan.

Key Outputs:

- By 2020, the number of adult programs offered will be 20% greater than in 2016
- By 2020, the number of children's programs offered will be 20% greater than in 2016
- By 2020, there will have been 4 local history programs offered in each year of the plan beginning 2017
- By 2020, there will have been 5 local history exhibits displayed in the library beginning 2017
- By 2020, educational programs will have been developed and offered throughout each year of the plan beginning 2017
- By 2020, the library will have offered quarterly open houses and library tours that promote library collections and services

Key Outcomes:

- ✓ By the end of the plan, the library will have offered a greater number and diversity of programs than at the beginning of the plan, and 50% of library users who these programs will say that the availability and variety of programs offered have enriched their lives and positively contributed to their life-long learning, education, and personal enrichment.

Objective 2: Increase the availability and accessibility of all Library collections and materials. *This objective will be overseen by the Reference & Local History Librarian, the Technical Services Librarian, the Collection Development Librarian, the Assistant Director and the Library Director.*

Activities:

- Coordinate with Midwest Tape to download Vendor records for all AV materials purchased by the library into the OCLN catalog in 2016
- Inventory and catalog all materials in the historical collection and make discoverable by entering records into the OCLN catalog beginning in 2018
- Deaccession and/or discard historical collection materials that do not meet the criteria of the Library's Historical Collection Policy beginning in 2018
- Expand digitization program, digitizing materials through Boston Public Library's program, by obtaining grants, or with library funds, and identify materials of interest to patrons to view online on the Library's platform or through Digital Commonwealth beginning in 2019

Key Outputs:

- By the end of 2016, all Midwest Tape Vendor records for AV library materials will be downloaded directly into the OCLN catalog
- By 2020, a complete inventory and listing of all materials currently housed in the historical collection will have been compiled, with corresponding item records entered into the OCLN catalog
- By 2020, all materials in the historical collection will have been evaluated and items that do not meet the Library's Historical Collection Policy will have been deaccessioned and/or discarded from the collection
- By 2020, materials in the historical collection will have been evaluated for public interest and funding sources secured for digitizing identified items of interest, making these materials available on a Library platform or through the Digital Commonwealth

Key Outcomes:

- ✓ By 2020, the accessibility and availability of library materials and in particular historical collections will be increased through the development of accurate and detailed catalog records of available items as well as the use of digital platforms that encourage and enable the discoverability of specific items within the collections.

Objective 3: Improve upon existing library services in response to community needs. *This objective will be overseen by the Collection Development Librarian, the Young Adult Librarian, the Circulation Supervisor, the Assistant Director and the Library Director.*

Activities:

- Improve holds ratio from 1:4 to 1:3 for in-demand titles by 2016
- Expand upon and provide more volunteer and community service opportunities for teens and adults by September 2017
- Improve Reader's Advisory service by providing print and online lists of recommended reading in various genres beginning in FY2017 and throughout each year of the plan
- Reduce the size of the print Reference collection and focus purchasing on digital and newer print Reference resources throughout each year of the plan
- Weed the Non-Fiction collection of older and unused titles throughout each year of the plan

Key Outputs:

- By 2016, the ratio of patron holds per copy will have decreased to 3 holds per every 1 copy from the current ratio of 4 holds per 1 copy
- By 2017, a teen volunteer program will have been established, and the adult volunteer and community service programs will be expanded upon to include more diverse opportunities beyond shelving, mending and the bookstore
- By 2020, Reader's Advisory lists of recommended books will be available both in the library and online and will contain comprehensive up-to-date and easy-to-use suggested reading recommendations
- By 2020, the Reference collection will be evaluated for usefulness and currency and the existing physical collection reduced by 30%, with new purchases focusing on digital formats and new print Reference resources
- By 2020, older and unused titles that are not accurate, no longer relevant or unnecessary will be weeded from the Non-Fiction collection

Key Outcomes:

By 2020, 80% of patrons who use the library will say that the library meets their service and borrowing needs, and is more user-friendly with collections that are up-to-date and visually appealing.

Goal 5. Marketing and Communications

Goal: Increase public awareness of the Library's services and collections through consistent and multifaceted marketing and promotion.

Objective 1: Increase the Library's social media presence. *This objective will be overseen by the Technology Librarian, one member of the Reference Staff, the Children's and Young Adult Librarians, the Assistant Director and the Library Director.*

Activities:

- Develop Library social media accounts geared specifically towards teens by September 2016
- Create a blog for the Children's Department to promote Children's collections, services and events by the beginning of 2017
- Increase patron awareness and usage of existing Library social media accounts throughout each year of the plan

Key Outputs:

- By 2016, Library social media accounts such as Facebook, Twitter, and Instagram will be developed specifically for use by a teen audience and will be promoted with links to these accounts on the Library website
- By 2017, the Children's Department will maintain and actively contribute to a blog that has been developed to promote Children's collections, services and events
- By 2020, usage statistics of social media accounts will show a 30% increase in usage and visits to these accounts

Key Outcomes:

- ✓ By the end of the plan, the Library's social media accounts will be used more frequently by patrons as a source of interaction with and information about the Library, and 50% of patrons who use these accounts will say that social media has increased their level of connectedness with the Library as well as awareness of Library programs and services.

Objective 2: Improve all channels of communication with the public about library news and events. *This objective will be overseen by the Technology Librarian, one member of the Reference Staff, the Circulation Supervisor, the Children's and Young Adult Librarians, the Assistant Director and the Library Director.*

Activities:

- Offer texting as a means for the public to ask questions and communicate Reference requests by 2017
- Provide an online book discussion format to promote library collections and encourage public participation by 2017
- Create monthly Library newsletter for digital and physical distribution beginning in 2017 and throughout the rest of the plan years

Key Outputs:

- By 2017, there will be one service in place that enables Reference Librarians to send and receive texts as a communication method with library users
- By 2017, Library users will have access to an online platform that will enable them to participate in virtual book discussion groups facilitated by Library Staff that highlight and promote library collections
- By 2020, a physical and digital newsletter will be available for distribution that will contain information about current news and events, promote library services and collections, and to provide the library with an additional channel of communication with the community

Key Outcomes:

- ✓ By the end of the plan, the Library will have improved and increased channels of communication with the community, resulting in an increased marketing and promotion of services, programs, and collections that increase public awareness and knowledge of the value of the Library.

Objective 3: Conduct two patron surveys as a way to gather both quantitative and qualitative statistical measurements and benchmark information to evaluate the successful implementation and execution of the Long Range Plan. *This objective will be overseen by the Technology Librarian, the Assistant Director, the Library Director, the Library Futures Taskforce Committee, and the Long Range Planning Committee.*

Activities:

- Meet with the Library's Futures Taskforce Committee and/or the Long Range Planning Committee and design a patron survey instrument by the June 2016
- Conduct the first patron survey by the end of June 2017

- Meet with the Library’s Futures Taskforce Committee and/or the Long Range Planning Committee to examine and evaluate responses and gather benchmark and measurement statistics by the end of FY2018
- Meet with the Library’s Futures Taskforce Committee and/or the Long Range Planning Committee and design a second patron survey instrument by the June 2018
- Conduct the second patron survey by the end of June 2019
- Meet with the Library’s Futures Taskforce Committee and/or the Long Range Planning Committee to examine and evaluate responses, gather measurement statistics, and determine levels of progress toward accomplishing goals and meeting metrics set forth in the Long Range Plan by the end of FY2020

Key Outputs:

- By the end of FY2018, a patron survey will have been conducted and benchmark and measurement statistics will have been gathered that include an evaluation of how well the Library has met the goals set forth in the Long Range Plan
- By the end of FY2020, a second patron survey will have been conducted and measurement statistics gathered that allow for an evaluation of improvement and success in accomplishing Long Range Plan goals

Key Outcomes:

- ✓ By the end of the plan, the Library will have gathered, measured, and evaluated quantitative and qualitative statistics that demonstrate the level of success in meeting the goals of the Long Range Plan, which will provide the Library will valuable information that will help to improve services and inform the next Long Range Plan

Goal 6. Staff Training

Goal: Continued outstanding service from Staff who are knowledgeable and well-trained in all areas of traditional library services as well as new services and technologies.

Objective 1: Increase staff training in all areas including customer service, technology, reader’s advisory service, and safety. *This objective will be overseen*

by the Technology Librarian, the Reference Librarians, the Technology Librarian, the Circulation Supervisor, the Assistant Director and the Library Director.

Activities:

- Offer classes in programs such as Word and Excel to Staff members to increase proficiency throughout each year of the plan
- Send new and existing supervisors to supervisory training sessions or workshops throughout each year of the plan
- Offer technology training sessions to familiarize Staff with frequently used technologies throughout each year of the plan
- Provide reader's advisory training to all Staff for adult and children's collections beginning in January 2017
- Send Head Custodian to training sessions to become OSHA certified by 2016
- Coordinate with Town emergency personnel to provide emergency training and practice drills in 2017 and 2019
- Schedule field trips to other libraries to observe service and workflow and learn about best practices in the field 2016
- Provide opportunities for cross-training among departments to encourage knowledge of entire process, increase flexibility for staff assignments, and to gain appreciation for all department members work activities throughout each year of the plan

Key Outputs:

- By 2020, all public service Staff will have been offered and received training in computer programs such as Microsoft Office, new technologies and popular devices such a e-book readers, basic technology troubleshooting, providing reader's advisory services, and safety
- By 2016, the Head Custodian will be OSHA certified
- By 2019, Library Staff will have received emergency training and practiced 2 safety drills with Town emergency personnel
- By 2016, supervisors will have visited at least 3 other libraries to make observations and identify best practices to improve service and efficiency
- By 2020, all new and existing supervisors will have attended a workshop geared towards improving supervisory skills
- By 2020, every staff position will have at least one other person who has been cross-trained in those duties and given opportunities to practice these new skills

Key Outcomes:

- ✓ By 2020, all Library Staff will say that they have expanded their knowledge and gained new skills that are necessary in order to provide a high level of service to the Library users, as well as to other Staff, in the areas of technology, readers advisory, leadership, and safety.

Objective 2: Evaluate current staffing model to ensure it is meeting the changing needs of the library and the community. *This objective will be overseen by the Circulation Supervisor, the Assistant Director, the Library Director, the Union Committee, and the Human Resources Committee.*

Activities:

- Review staffing patterns and assigned tasks with Department heads to make sure all current needs are being met every other year beginning 2016
- Expand Reference support staffing model to ensure professional staff expertise is being efficiently utilized beginning in 2016
- Examine and update current job descriptions and identify potential new positions by the end of FY2018

Key Outputs:

- By 2016, all current staffing assignments will be reviewed to ensure that the changing needs of the library and its users are being met with adjustments made wherever necessary to ensure responsiveness to those needs
- Beginning in 2016, 4 additional Staff will be trained in providing Reference support in order to more effectively utilize the professional staff expertise, time and talents
- By the end of FY2018, staff job descriptions will be reviewed and updated to reflect changes to current realities and responsibilities, and potential new positions will be identified and discussed to determine the level of need

Key Outcomes:

- ✓ By the end of FY2018, the staffing model at the Library will reflect the current realities and requirements of today's changing Library environment which will result in greater flexibility to respond to the needs of the local community as well as the needs of internal staffing and scheduling.

Goal 7. Funding

Goal: Provide for the Library's continued financial stability upon which many essential Library programs and services rely for funding and support.

Objective 1: Actively seek out new sources of revenue and examine ways in which to increase current revenue streams. *This objective will be overseen by the Library Trustees, the Business Administrator, and the Library Director.*

Activities:

- Expand the reach of the Library's annual fundraiser to include social media and new audiences throughout each year of the plan
- Explore the possibility of adding a fully-functional café and expanded bookstore, and implement, if feasible, by the end of FY2020
- Conduct regular in-library fundraisers and special events throughout each year of the plan beginning in 2017
- Develop professional-quality endowment and estate planning programs and actively solicit donation and giving opportunities beginning in FY2018 and continuing throughout the plan
- Increase participation in Annual Fund drive through multiple marketing materials throughout each year the plan
- Examine the possible establishment of a Friends Group of the Library to assist with fundraising initiatives by FY2018

Key Outputs:

- By 2020, the total amount contributed to the annual fundraiser will increase by 20% through outreach and marketing to new audiences through new materials and social media
- By 2020, if a café and/or an expanded bookstore has been deemed feasible and implemented, the total revenue from both bookstore and vending machine/coffee sales will increase by 20% over the FY2016 totals
- By 2020, regular library fundraisers will increase fundraising revenue by a minimum of \$5,000 each year of the plan
- By 2018, a program and marketing plan for endowment and estate planning will have been professionally developed and actively promoted
- By 2018, an evaluation of the possible establishment of a Friends Group of the Library will have been explored and a determination made by the Board of Trustees whether or not to establish this group

Key Outcomes:

- ✓ By 2020, the Library will have developed new and increased existing sources of revenue which will provide additional funding for more programs and services that 50% of patrons who have used these offerings will say have increased the value and benefits that the library has to offer them.

8. Town Department and Community Collaboration

Goal: Coordinate and connect with Town and School Departments to discover and leverage commonality of interests, avoid duplication of efforts, and share resources and talents to better serve the local community.

Objective 1: Increase communication and collaborate with Town departments to provide programs and services that appeal to a wide range of public interests and that promote the many resources that the Town has to offer. *This objective will be overseen by the Reference & Local History Librarian, the Reference Librarians, the Children's and Young Adult Librarians, the Assistant Director and the Library Director.*

Activities:

- Collaborate with Senior Center and Linden Ponds to provide responsive services to the needs of seniors throughout each year of the plan
- Collaborate with local schools and their teachers, librarians and administrators to coordinate services to meet the needs of student population and to plan responsive services, collections and programming for children of all ages and stages of development throughout each year of the plan
- Collaborate with the Hingham Historical Society to provide programs, exhibits and information about local history beginning in 2017
- Increase contact with Town departments and emergency services to serve as a point of contact for residents to increase dispersal of information and create valuable community programs beginning in 2017

Key Outputs:

- By 2020, 6 programs will be developed in each year of the plan that is geared towards the needs of a senior population in collaboration with other resource providers such as the Senior Center and Linden Ponds
- By 2020, 6 programs or new services will be developed in each year of the plan that is geared toward the needs of a student population in collaboration with local schools, teachers, school librarians or administrators
- By 2020, there will have been 4 local history programs and/or exhibits offered in each year of the plan beginning 2017 that were developed in collaboration with the Hingham Historical Society
- By 2020, there will have been 2 emergency or safety-related programs offered in each year of the plan beginning in 2017 developed in collaboration with other Town departments or public safety services, with the Library serving as a point of contact for residents to acquire additional information on related topics

Key Outcomes:

- ✓ By the end of the plan, 50% of library users who have participated in a program or service developed in collaboration with another Town department or organization will say that they have an increased knowledge, understanding and appreciation of the local resources available to them.

We trust that the cumulative result of working toward and accomplishing these goals, objectives, and activities will ensure that the Hingham Public Library continues to be the valuable community resource it has been since 1869.

Timeline of Activities to Support Goals

Goals and Activities	2016	2017	2018	2019	2020
<i>Physical Space</i>					
Create a building program that describes the current and desired use of spaces	X				
Prepare bid document for an architect to develop a plan for redesign or renovation	X				
Hire an architect to prepare schematic drawings and a site plan		X			
Expand and improve art display area in Children's and Young Adult areas	X				
Add service point to main lobby to readily assist patrons		X			
Have Reference Staff more readily available by improving the space and/or location of point-of-contact with patrons		X			
Investigate feasibility of library expansion or renovation to create additional public meeting spaces		X			
Investigate and explore café and food services options		X			
Seek approval and secure funding for potential café if deemed feasible			X		
Add café and food service if deemed feasible				X	X
Increase and improve open seating and individual study spaces				X	X

Improve and upgrade lighting throughout the building				X	X
Expand the new book area to include more display spaces and shelving	X	X			
Improve or replace shelving to remove books from bottom shelves and high top shelves				X	X
Improve library shelving and directional signage throughout the library				X	X
Redesign and expand bookstore layout and shelving for optimal storage and display				X	X
Upgrade the septic system and relocate the existing leaching field				X	X
<i>New Offerings</i>	2016	2017	2018	2019	2020
Explore adding streaming music and videos to the Library's digital offerings	X	X	X	X	X
Develop a platform, such as Biblioboard, to collect and make available eBooks by self-published and local authors			X		
Add original art to the art print collection loaning program	X				
Design a "readers advisory" system that is easily accessible and adaptable to the changing needs of the community		X			
Create a Teen Advisory Board (TAB) to involve teens in the Young Adult Department's activities	X	X			

Examine the community demand for additional Friday and Sunday operational hours	X				
Propose new operational schedule to Board of Trustees if deemed feasible		X			
Secure funding for new scheduling requirements if deemed feasible			X		
Implement new hours of operation if deemed feasible and desirable				X	X
<i>Technology</i>	2016	2017	2018	2019	2020
Open a technology/digital media lab and provide public and staff training on equipment use	X	X	X	X	X
Research and explore possible Makerspaces or creative spaces		X			
Propose Makerspaces to Board if deemed feasible and desirable			X		
Secure funding for Makerspace if deemed feasible and desirable				X	
Implement Makerspaces/creative spaces if deemed feasible and desirable					X
Create instructional videos and libguides on how to use digital library services and post on Library's website		X			
Install stationary tablets with age-appropriate apps in several locations throughout the Children's department			X		
Install wireless printing that is compatible with mobile devices		X			

Expand selection of materials available in the AV equipment loaning collection	X	X	X	X	X
Add a technology/AV equipment loaning program geared specifically toward teens		X			
Evaluate security and surveillance systems for upgrades and add additional cameras inside and outside the building	X	X			
Improve cash controls in Children's and AV through the use of cash registers and explore the use of a POS system	X	X			
Explore the use of a different platform to replace Peachtree as the accounting software used in the business office to improve reporting capabilities		X	X		
<i>Core Collections and Services</i>	2016	2017	2018	2019	2020
Increase adult programming for instruction and education, life-long learning, culture, art, and music, author talks and book recommendations	X	X	X	X	X
Increase children's programming, including afterschool clubs and activities, parent/child activities, and programs geared towards elementary school children and teens	X	X	X	X	X
Offer in-house local history programs and exhibits		X	X	X	X
Offer educational programs for patrons of all ages by partnering with educators from local academic		X	X	X	X

institutions and online through MOOCs					
Offer department and Trustee open houses that allow patrons to tour the library and working areas to learn about what resources the library has to offer, how new materials are selected and added to the collection, and how to fully utilize all that the library has to offer	X	X	X	X	X
Coordinate with Midwest Tape to download Vendor records for all AV materials purchased by the library into the OCLN catalog	X				
Inventory and catalog all materials in the historical collection and make discoverable by entering records into the OCLN catalog			X	X	X
Deaccession and/or discard historical collection materials that do not meet the criteria of the Library's Historical Collection Policy			X	X	X
Expand digitization program, digitizing materials through Boston Public Library's program, by obtaining grants, or with library funds, and identify materials of interest to patrons to view online on the Library's platform or through Digital Commonwealth				X	X
Increase holds ratio from 1:4 to 1:3 for in-demand titles	X				
Expand upon and provide more volunteer and community service opportunities for teens and adults		X			

Improve Reader's Advisory service by providing print and online lists of recommended reading in various genres		X	X	X	X
Reduce the size of the print Reference collection over 5 years and focus purchasing on digital and newer print Reference resources	X	X	X	X	X
Weed the Non-Fiction collection of older and unused titles and reduce holdings over 5 years	X	X	X	X	X
<i>Marketing and Communications</i>	2016	2017	2018	2019	2020
Develop Library social media accounts geared specifically towards teens	X				
Create a blog for the Children's Department to promote Children's collections, services and events		X			
Increase patron awareness and usage of existing Library social media accounts	X	X	X	X	X
Offer texting as a means for the public to ask questions and communicate reference requests		X			
Provide an online book discussion format to promote library collections and encourage public participation		X			
Create and publish monthly Library newsletter for digital and physical distribution		X	X	X	X
Design first of two patron survey instruments	X				

Conduct patron survey to gather benchmarks and statistics		X			
Evaluate survey results			X		
Design second of two patron survey instruments			X		
Conduct second patron survey to gather statistics and measurements				X	
Evaluate survey results and measure progress towards Plan goals					X
<i>Staff Training</i>	2016	2017	2018	2019	2020
Offer classes in programs such as Word and Excel to Staff members to increase proficiency	X	X	X	X	X
Send new and existing supervisors to supervisory training sessions or workshops	X	X	X	X	X
Offer technology training sessions to familiarize Staff with frequently used technologies	X	X	X	X	X
Provide reader's advisory training to all Staff for adult and children's collections		X	X	X	X
Send Head Custodian to training sessions to become OSHA certified	X				
Coordinate with Town emergency personnel to provide emergency training and practice drills		X		X	
Schedule field trips to other libraries to observe service and workflow and learn about best practices in the field	X				

Provide opportunities for cross-training among departments to encourage knowledge of entire process, increase flexibility for staff assignments, and gain appreciation for all department work activities	X	X	X	X	X
Review staffing patterns and assigned tasks with Department heads to make sure all current needs are being met	X		X		X
Expand Reference support staffing model to ensure professional staff expertise is being efficiently utilized	X				
Examine and update current job descriptions and identify potential new positions			X		
Funding	2016	2017	2018	2019	2020
Expand the reach of the Library's annual fundraiser to include social media and new audiences	X	X	X	X	X
Explore and implement, if feasible, a café and expanded bookstore					X
Conduct regular in-library fundraisers and special events		X	X	X	X
Develop professional-quality endowment and estate planning programs and actively solicit donation and giving opportunities			X	X	X
Increase participation in Annual Fund drive through multiple marketing materials	X	X	X	X	X
Examine the possible establishment of a Friends Group of the Library to assist with fundraising initiatives			X		

<i>Town Department and Community Collaboration</i>	2016	2017	2018	2019	2020
Collaborate with Senior Center and Linden Ponds retirement community to provide responsive services to the needs of seniors	X	X	X	X	X
Collaborate with local schools and their teachers, librarians and administrators to coordinate services to meet the needs of student population and to plan responsive services, collections and programming for children of all ages and stages of development	X	X	X	X	X
Collaborate with the Hingham Historical Society to provide programs, exhibits and information about local history		X	X	X	X
Increase contact with Town departments and emergency services to serve as a point of contact for residents to increase dispersal of information and create valuable community programs		X	X	X	X

Appendices

Appendix A: 2011 – 2015 Long Range Plan Goals, Objectives and Activities, *July 2015 Update*

Appendix B: Futures Task Force, 2014 Staff Survey

Appendix C: 2014 Patron Survey

Appendix D: 2015 S.W.O.T. Process/Community Sessions



Appendix A

2011 – 2015 Long Range Plan Goals, July 2015 Update

1. Library Collections

Goal: Timely provision of collections of contemporary interest and enduring value to borrowers

- Objective 1 – met – borrower wait times decrease (most activities accomplished with exception of expanding Rental copies since this was replaced with new Best Seller Book collection).
- Objective 2 – not met – New book area still in need of renovation; however, there is hope that this will occur as part of a larger renovation plan, especially since this is a high traffic/high volume area – e.g. in FY15 over 48,481 books were checked out from these four new book shelves, 2 paperback tables, and one upright shelf of Bestseller Books, compared to a total of 55,685 checkouts for the same item type/genre books from the regular sections of the collection.
- Objective 3 – met – the plan “Preservation of Historical Documents and Artifacts” was completed in October 2010 and subsequently an archivist hired by the Town, Jenn Williams, has been working on a digitization/preservation project here at the Library under the direction of Anne Dalton with an expected completion date of July 2015. Additionally, Anne Dalton has been reclassified as a Local History and Reference Librarian in 2014 which expands the scope of her duties to include overseeing the Library’s historical collection.
- Objective 4 – met – the Reference print resources budget has been reduced over 25%, from \$16,000 in FY10 to \$10,000 in FY15. Peter Thornell, in the recently created position of Collection Development Librarian, is evaluating print vs. digital reference expenditures on an ongoing basis and weeding the print collection where appropriate.
- Objective 5 – in progress – while trends in the media collection have been tracked on an ongoing basis and show a declining overall trend in demand, usage remains fairly strong and at this time there are no strong viable options for downloadable or streaming movies and music that are either affordable or have the breadth of content that patrons would like to access. There is activity on the network level investigating some options for shared network services; however, the content and quality of titles available would need to be evaluated. For these reasons, the original “five-year phase-out” plan is a work in progress that will likely need a longer time horizon than originally anticipated.

2. Creating Young Readers – Early Literacy

Goal: Parents and caregivers will find increased materials and programming to encourage and assist children in developing early literacy skills

- Objective 1 – met – at least 10% of Early Reader Collection is for developing early literacy skills for very early readers, and there are a number of recommended reading lists that have been created to assist parents in choosing books. A baby story time has also been added to the weekly offerings of Children’s programming, and although workshops

have not been created for read aloud techniques for parents, there are a number of other library programs and resources that encourage early literacy.

3. Young Adult Services

Goal: Improve physical space for Young Adult Services.

- Objective 1 – met – YA physical space has been renovated and improved.

Goal: Offer additional programming and recreational reading guidance to young adults (ages 12-16).

- Objective 2 – in progress – goal of YA circulation increasing by 5% has not been met, however, will the newly created position of Young Adult Librarian filled by Meghan McCusker and a dedicated YA materials budget in FY16 with which to develop the YA collection, interest and demand should experience an increase within the next fiscal year or two, although there is an overall trend within libraries over the past 5 years towards generally decreasing circulation statistics. Also, the YA Librarian is currently planning increased programming specifically for the young adult age group, so a 10% increase in YA program attendance is also a work in progress with expected results within one to two years.

4. Life-long Learning

Goal: Provide educational and cultural programming that is valued by the community and results in sustained usage of the Library and forms the basis for adult life-long learning.

- Objective 1 – met – programs featuring literature, art, music, science and technology intended for mature learners is above the recommended 30 per fiscal year and gaining in popularity. In FY11, the library offered a total of 209 programs for adults with 2,889 attendees; by FY14 there were a total of 312 programs with 7,128 adult attendees. Programs include author talks, guitar concerts, and technology training, among other topics. Additionally, a number of the popular programs have been recorded by the local Hingham Community Access Media (HCAM) and uploaded to the Library's website as YouTube videos for patrons who may have missed the program.

5. Operations Support

Goal: Provide an inviting, safe, well-maintained and appropriately staffed facility with open hours of greatest convenience to the community.

- Objective 1 – met – Sunday afternoons have been successfully restored to the Library's operating schedule.
- Objective 2 – met – a number of Library positions have been recast and reorganized to better serve patrons and respond to changing needs. Newly created positions include: Technology Librarian, Local History and Reference Librarian, Collections Development Librarian, Young Adult Librarian and Assistant Director.
- Objective 3 – in progress – the Disaster Recovery Plan for the Library has not been completed, but a working draft exists which will be reviewed with the Fire Chief and completed within the next fiscal year for presentation to the Trustees Operations Committee for revisions as necessary before presented to the full Board.

- Objective 4 – met – energy conservation measures regarding lighting have been taken with assistance from Otto Harling from the Hingham Town Energy Action Committee; installation of a smaller and efficient water meter in 2011; and new energy efficient boilers installed in the fall of 2014.
- Objective 5 – in process – Initial recommendations (i.e., Trustees’ officer structure and nomenclature and minor edits) have been made and approved by Board of Trustees. Governance Committee is continuing work.
- Objective 6 – in progress – an audit of existing policies should occur in each fiscal year of the plan, and while it is unknown the past progress of this audit, policies will be reviewed going forward and presented to the Board for consideration beginning in FY16.
- Objective 7 – met – the annual fund drive has been successfully launched each fall of the plan years.

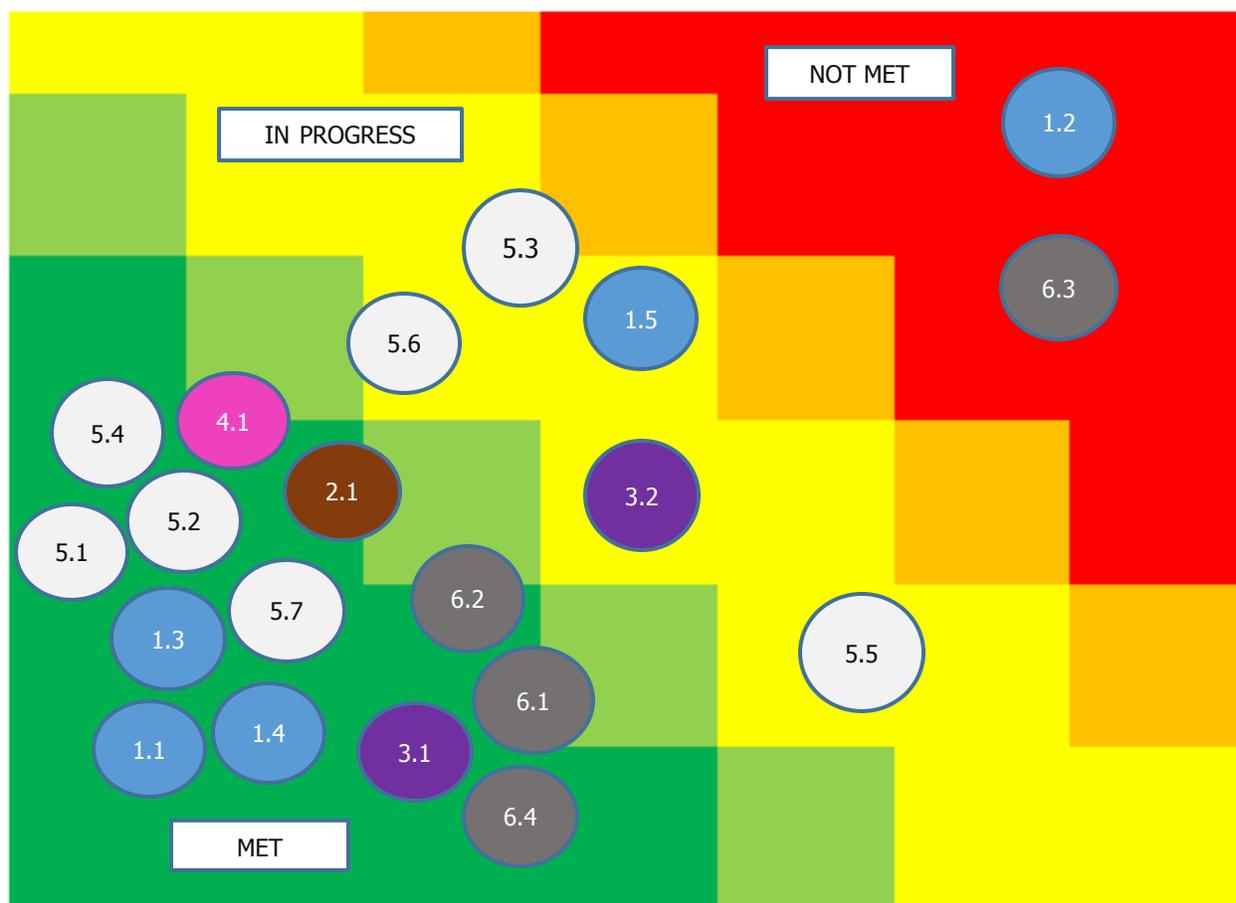
6. Technology

Goal: Offer technology resources and tools to extend and enhance services to all library users on an equal access basis throughout the life of the Plan.

- Objective 1 – met – the library website was reorganized for content sometime around 2011. Furthermore, the website design is likely to undergo more significant changes and upgrades with the Town’s purchase of a new content management system. Work on the new website is anticipated to begin sometime late fall 2015.
- Objective 2 – met – patron self-service capabilities have been increased with the installation of two new self-checkout stations in the library in spring 2015. Additionally, patrons can donate online to the library, pay library fines by credit card within the library as of July 2015, and the network is currently investigating a possible online bill pay system for patrons that could be integrated with the catalog.
- Objective 3 – not met – RFID technology has not been implemented in the library at this time. Decreasing circulation trends make it worth waiting a bit before investing considerable funds into this technology at this time.
- Objective 4 – met – a new time clock has been installed that has online reporting capabilities which increase efficiencies in payroll processing



Heat Map of Hingham Public Library's Long Range Plan 2010-2015 Accomplishments of Goals and Objectives



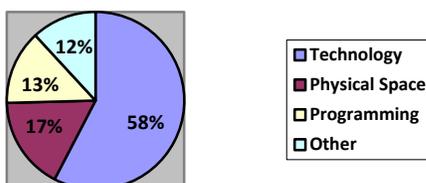
Appendix B

Futures Task Force, Staff Survey

Staff Survey Summary by Category for Percentage of Total Responses

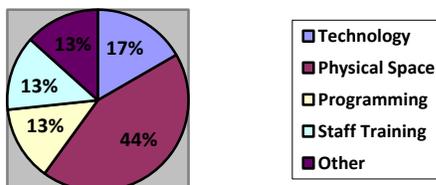
Below is a general summary by category based on the percentage of total responses received from 22 staff who responded the survey about the future of libraries and the HPL. Please note that the survey questions were open ended, so staff often included multiple responses or ideas to each question. The following summary is a general grouping of these ideas into broad categories; detailed information of response groupings can be found in the Summary of Staff Survey Results.

Question 1: In general, what significant changes do you expect to see in the future of libraries, library services, and library jobs?

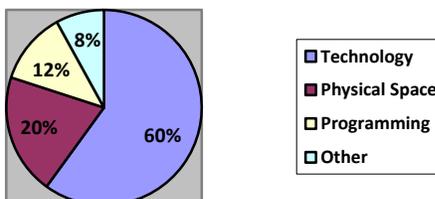


Question 2: Specifically, what changes do you envision we need to make at the HPL if we are to remain a relevant, valuable and valued community resource in the next 10 to 15 years?

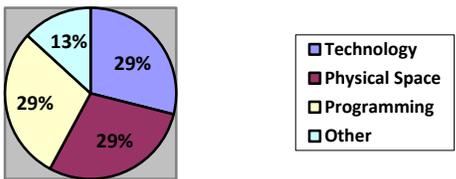
Adult Circulation:



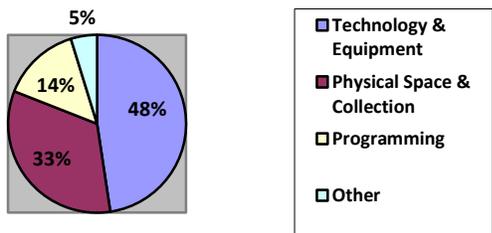
Reference:



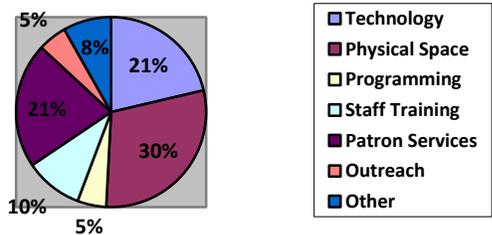
Children's:



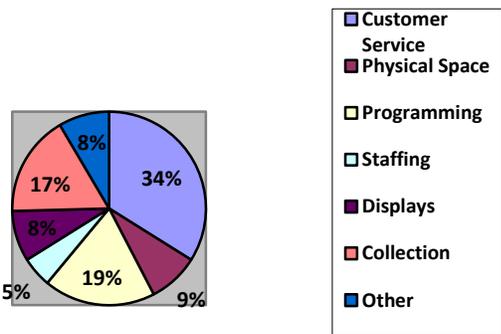
Audio-Visual:



Question 3: What three things could we do to provide a better patron experience at the HPL?



Question 4: What three things do you think we do very well or should remain the same?



Staff Survey Quantitative Results

22 Responses: 16 Adult Staff & 6 High School Pages (29 requested)

In general, what significant changes do you expect to see in the future of libraries, library services, and library jobs?

0-5 Years Worked at the HPL, under 20 years old (high school pages) --- 6 responses

Summary: 5 of the 6 responses stress the increasing demand for online services as being the most significant change to expect in the future; 4 also expect the increase of digitized books, and 2 note the need to help patrons with technology and online services.

Other responses mention the expected use of Reference materials to decline as more information is available online (1); libraries as more for research than pleasure reading (1); libraries as more of a meeting place or neutral ground for tutoring and group studying (1); and having a drive thru option for returns and holds pickups (1).

Comments include: "Online aspect of HPL more popular, e.g. use of Kindles; More books digitized/online, computers increasingly important; Help more with the technical side, assisting downloads, having more material online; Help patrons with online services - more training for librarians to work with technology".

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Summary: 13 of the 16 responses stress increased use and changes in technology as being the most significant change; 9 anticipate the need for technology training for staff; 9 mention the importance of the physical space of the library, including meeting rooms and study spaces; and 8 include the need for increased public programming and workshops.

Other responses mention the expected decrease in the number of patrons who use the library (2); the expectation that customer service levels will have to be exceptional to keep us relevant (1), people will come to the HPL for the experience and not just for the book (1); and the need for more community awareness of what is available at the library (1).

Comments include: 0-5 years: "Technology the most significant change – better online services, more apps, greater knowledge of technology; Maintaining physical collection while expanding technology will be key; Expect breath of our offerings to become more broad".

5-10 years: "Computer use in libraries increased demand – more tech equipment & more classes on tech skills/support; Education of patrons and staff to meet the growing technology need; Community programming well attended so increased programming would be a natural evolution; People turn to library for education and socialization – it is the one place in town where multiple generations blend and connect; Libraries need to keep up with new technologies and make good decisions about its implementation – staff should be given training to learn these new technologies; Library as a social gathering space to connect people to information; Staff need to be knowledgeable about the constant stream of new technology and information to be able to talk to patrons about what's relevant to their needs; Patrons will increasingly use library as secure meeting place".

10-15 years: "More technology, more automation, more tech-savvy staff, more programs for patrons to learn new skills; Library needs to stay current with technology & staff also need to be educated to help patrons; People will use library only if items are fast and easy to get; Library physical space becomes more programming based and physical collection becomes more browsey than storage – need to make it attractive, clean, spaced out & comfy"

15-20 years: "Increased rapid changes in technology; More people using library for research –

library would need large capacity high speed internet service; Technology will play a greater role; Libraries will become a community center for learning opportunities, study, meetings, tutoring, music –information center; Libraries central meeting places in town; More people seems to work from home but still want connection with others – libraries will need to offer a work space for patrons; Need technology desk 1st floor to help patrons with technology; More staff trained in technology, program coordinator, technology information expert; Patrons want a space to work, group study rooms, cozy reading areas, tutoring rooms, food, and the option to choose a silent area or area to talk”.

30+ years: “Expect greater emphasis on providing digital resources and that library patrons will become more adept at using them; Libraries will continue to function as centers of community and cultural activities; As population ages, increasing demand for lifelong learning programs requiring more staff time and training; Many people who work at home prefer to work in the library- increasing need for places for them to work – tables, chairs, etc.”.

Specifically, what changes do you envision we need to make at the HPL if we are to remain a relevant, valuable and valued community resource in the next 10 to 15 years? (Adult Circulation/Reference/Children’s /Audio Visual)

0-5 Years Worked at the HPL, under 20 years old (high school pages) --- 6 responses
Adult Circulation Summary– all 6 responses focus on various themes regarding connecting people to books.

Comments include: “Keep getting new books; Greater emphasis on new fiction; Have book recommendations based on reading history available & adapt format of books to new technology (Kindle); More advertised book clubs , authors & lectures; Update and increase number of public catalog computers; post index of Dewey Decimal system.”

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Adult Circulation Summary – 5 responses state the need for additional programs and classes for patrons, including technology support classes, adult education workshops, book groups, webcasts, and social events; 5 responses mention updates to the physical space, such as more reader’s advisory displays, better signage, expanded reading area, group study space and additional study areas, technology lab, food/coffee vendor; 4 responses focus on new equipment such as audio and visual download centers, digital tablets and e-readers for loan, self- check kiosks, mini movie theater, interactive directory at entrance of library; 4 responses discuss the need for staff training to help provide patrons with technology support and basic reference help. Other responses include: “Combine Reference and Circulation services so people can just visit one place for whatever they need/ Have Reference librarian at the main circ desk (2); More theme tables like an independent bookstore would have (1); Patron suggestion box in each department (1); Survey on webpage assessing patron’s future library needs (1); Add book drops or book pick-up locations around town (1)”.

Comments include: 0-5 years: “We must target the 20-35 age group now – they are our future in 10-15 years – offer more programs (cooking classes/social night) to keep them coming to the library; More displays, better signage”.

5-10 years: “Entire staff more educated on latest technology to be able to provide basic support to patrons; Live webcasts with talk back sessions; Offer digital tablets, book readers, mini theaters, gaming stations; Patrons able to check out e-readers, laptops and tablets for home use; Expanded reading area-comfortable furniture and fireplaces; Several high tech group meeting

rooms with computers and white boards; Group study space/more social areas for students equipped with power outlets; More tutoring rooms & quiet study carrels; Technology lab staffed to offer patrons assistance with e-readers, laptops, tablets, and smartphones”.

10-15 years: “More computers for patrons, more study room type spaces, more OLLI like programs, more paper magazines; Adult Circulation area needs to be a friendly and inviting space where staff are educated to help patrons in all aspects of library information; Empower all Circulation staff to help with basic Reference and technology questions through training”.

15-20 years: “Keep up with technology but don’t eliminate print material; Keep staff educated about technology devices – “hands-on” training; Weed old and outdated materials from the shelves; have a Reference librarian at the main circulation desk; Keep balance between staying on top of the new technology but not forgetting to connect with the patron; Circulation will continue to need training in all things digital and customer service”.

0-5 Years Worked at the HPL, under 20 years old (high school pages) --- 6 responses
Reference Summary – 5 of the 6 responses stress the need to help students and patrons learn about and use the online databases; 2 responses address library equipment, specifically the need for more computers and printers; and 1 response requests more study rooms.

Comments include: “Help kids/teenagers with research – advertise databases more; More study rooms (like YA room with white boards) & more computers; Keep patrons more informed of the online databases; Get involved with online databases-that is what many students use for research currently; update or add another printer to ease traffic flow”.

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Reference Summary – 10 of the 16 responses state the need for Reference to provide help and training with technology to patrons and staff; 3 responses cite the need of a Reference librarian on the first floor in the main desk area; 3 responses mention the need for increased programming, including programs, classes, life-long learning, and book groups; and 1 response notes changes needed in Reference to encourage and facilitate group study among teens and to provide a safe place to study and do homework that has access to current technology (printers, computers, etc.) and assistance with online research.

Comments include: 0-5 years: “ More technological services, help, etc.; A welcoming kiosk at which patrons would receive help downloading books and magazines”.

5-10 years: “1st floor reference desk; Three times as many public computer stations; Increased classes/tutorials/technology training offered to the public; Technical instruction on equipment, research tools, library skills, foreign language tools, translation services and instruction”.

10-15 years: “ Offer more classes to patrons on changing technology; Reference staff will continue to be VITAL to patrons facing new and changing technology; Increase programming - set the library apart as a place to participate, not just pick up stuff”.

15-20 years: “ Staffed computer lab classes offered – hired staff person to do this; Libraries will need more reference librarians – we could use one that specializes in technology – patron’s need guidance in wading through the new technology.”

30+ years: “With increasing use of technology and digital resources, there will be a greater need for staff with technical expertise; The educational and cultural programs component of the library is excellent and will continue to be an important function in future, so more staff time may be required to meet this need; Staff training in all departments is a key element to remaining relevant and valuable”.

0-5 Years Worked at the HPL, under 20 years old (high school pages) --- 6 responses
Children’s Summary – 4 of the 6 responses focus on connecting readers to books through either reading lists by age or online with Children’s Kindle books(2) or through programming (2); and 2 mention the importance of the physical space and the need for more spaces for students like the new YA section.

Comments include: “More reading programs, especially on Saturdays for working parents; Continue with new designs just like the updated YA section; More reading lists that cater by age and reading interests; High school students will always come to the library to gather and do schoolwork, so maybe more of a café area with comfy chairs (like the new YA section!)”.

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Children’s Summary - 4 responses focus on the need to keep the physical space new and exciting, citing the need for a renovation of the E-Room and to create more spaces for parents and kids to hang out or read quietly; 4 responses suggest more programming is needed, especially for teens; 4 responses reference technology, including increasing visibility online/social media, creating more access to digital resources/ adding a technology area, adding a 3D printer, and balancing technology with traditional literacy.

Other responses include: Eliciting regular feedback form children and families (1); Training staff on child development and educational needs (1); and being a catalyst for encouraging book clubs around town (1).

Comments include: 0-5 years: “Keep the area new and exciting like the YA area; More visibility online/social media for the younger crowd; Add more programming for the teen group”.

5-10 years: “The E Room needs a facelift – it is a well-loved room; Continue to build collection and maintain quality back list titles; Improve public space to be calming, fun, user-friendly, safe and easy to clean; Provide training to staff on child development and educational needs”.

10-15 years: “Continue to engage kids with unusual learning programs; Get a 3D printer; Children’s needs to be a space where kids can work in groups, have a technology area and a quiet area; Offer tons of stuff for people to come do; Increase service to teens”.

15-20 years: “More programming; Maintain quiet areas for the specific purpose of reading books; Need a larger E Room with more space for parents and kids to hang out, and a bigger room for Children’s programming; Fix whatever in the E Room makes you feel like you are in a rain forest or sauna and eliminate the wall to wall carpeting”.

0-5 Years Worked at the HPL, under 20 years old (high school pages) --- 6 responses
Audio Visual Summary – 2 of the 6 responses would like to be able to checkout movies, music and audio books online in digital format; other responses include to increase the number of movie nights (1), update displays (1), add a suggestion box for recommended titles to purchase (1), add shelving for crowded CDs (1).

Comments include: “Just keep up to date on selection; Add another CD holder; Set up a way for patrons to put items straight on their Kindles because that is a popular way to watch movies currently; Digitize, be able to take out movies online”.

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Audio Visual Summary – 4 responses mention the need to increase and improve digital services, such as offering online streaming and online movies; 4 responses focus on providing equipment for patrons to use or loan, such as tablets, e-readers, device charging stations, and sound studio and video editing stations for producing audio-visual and online content; 2 responses mention the need to maintain the physical collection while also keeping up with digital devices and demand; and 2 responses would like to see group

viewing venues/mini theaters. Other responses include: More movie nights (1); Hands-on-help or classes with digital devices (1) More displays to help patrons select av items (1).

Comments include: 0-5 years: “Most change envisioned with on-line movies; Keep up with audiobooks that can be downloaded to mobile devices but also maintain strong disc collection; Add an area with “Best Movie” lists to help direct patrons to great movies where it is so overwhelming at times”.

5-10 years: “Offer digital tablets or book e-readers, mini theaters, gaming stations; Mini movie theater; Increase and improve digital services – important to have but even more important to make them easily accessible and user friendly; Streamline interfaces where we can, offer classes and hand-on-help where we can’t”.

15-20 years: “More movie nights; AV is the nicest room in the library – if in 15 years there are no cds, videos or books on tape, maybe patrons can have movie nights in this room/live performances, plays and concerts!”

What three things could we do to provide a better patron experience at the HPL?

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Summary – 7 responses suggest improvements to patrons interacting with Reference services – 4 would like to see Reference services on the first floor and 3 would like staff at the main circ desk to refer more patrons directly to Reference for assistance; 4 responses recommend an improved more user friendly on-line catalog; 3 responses suggest having a community outreach person to be a community resource both digitally and physically; 3 responses encourage having more reader’s advisory services/book selection assistance and displays; 3 responses recommend an updated café area or even a 1st floor café area; 3 responses focus on increasing staff training and communication; 3 responses remind staff to focus their full attention on the patron at hand, and 3 responses focus on a cleaner building – to clean all spaces more thoroughly and frequently.

Other responses include: Greater e-book selection (2); More classes/training programs for patrons (2); Clear signage/lobby events board/lobby welcome desk (2); Add self check-out station (2); Drive up window to pick up pre-selected books (1); Publish library news blog (1); Add additional computers for patrons (1); More parking (1); Open staffed computer lab (1); Offer tours of the library (1); Offer notary services (1); Add 1st floor copier (1).

Comments include: 0-5 years: “Have a staff person go out into the community – Senior Center, schools, Linden Ponds – to promote and educate people about the library; Need a better online catalog – patrons often complain they cannot find items in the system – needs to be easier, more accessible, more user friendly (e.g. exact spelling hard for patrons); “Town crier” board for lobby announcing events coming up in town- something more engaging than the TV”.

5-10 years: “Better signage or more of a welcome desk in the lobby; Visual assistance for book selection, e.g. posted best seller lists; Better community resource – better way to present to the community what’s available in terms of library events and services; Upgrade the café area; Publish library blog to inform patrons about news from the library – content published in Hingham Journal is only available to subscribers; Improve contemporary amenities – reconfigure and update the library’s physical facilities; Clean bathrooms and café area hourly and thoroughly clean all spaces more often; Expanding e-books will be necessary”.

10-15 years: “The patron experience starts with good customer service. We should do better at sending patrons to reference; To have the time to help patrons find what they are looking for; Provide more educational programs for the patrons; More user friendly “browsability” and more readers advisory; Self check out option; Combine Circulation and Reference in some way”.

15-20 years: “Each staff member give full attention to the patron all the time they are helping that person – no side conversations; Roaming staff to assist patrons; Offer tours of the library to new patrons each month; Reference librarian at circ desk; Provide digital information desk on the first floor; Good food and good coffee; Comfortable chairs; A copier on the first floor; Group areas of study especially for high school students”.

30+ years: “Newer computers for patrons to use – both PACS and Internet; Reference service at first contact point; A more user friendly library catalog”.

What three things do you think we do very well or should remain the same?

0-30+ Years Worked at the HPL (adult staff) --- 16 responses

Summary – 14 of the 16 responses state that the customer service is well done and staff provide helpful and friendly service; 10 responses comment on the excellent selection of library materials; 6 responses mention the programs offered; 4 responses like the building, landscaping, and courtyard areas; 3 responses comment on the great displays that Marcia Sinclair and Carol Lipsett put together each month.

Other responses include: Providing computers and items to people who can’t afford all the new things that come along (2); Hours opened (1); Flowers at the main desk (1); Children’s summer programs (1); Staff interaction (1); Having a dedicated supervisor to keep things running smoothly (1); Website (1).

Comments include: 0-5 years: “Art gallery, bookstore and programs we offer; Our wonderful selection of new books; Wonderful customer service; An excellent and ever-expanding physical collection – patrons always comment how great it is; Children’s does a great job on summer programs”.

5-10 years: “Customer service; Current material accessible/available; Interesting speakers, musicians, artists; Helpful, friendly and genuinely kind staff; Great materials collection: current, diverse, well-maintained; Our strong spirit of engagement with our patrons; Website is much improved”.

10-15 years: “HPL does an excellent job getting patrons the items they want; HPL offers great programming; We provide a friendly and inviting environment; Signs and displays; Super friendly staff; Beautiful building/landscaping – very welcoming atmosphere”.

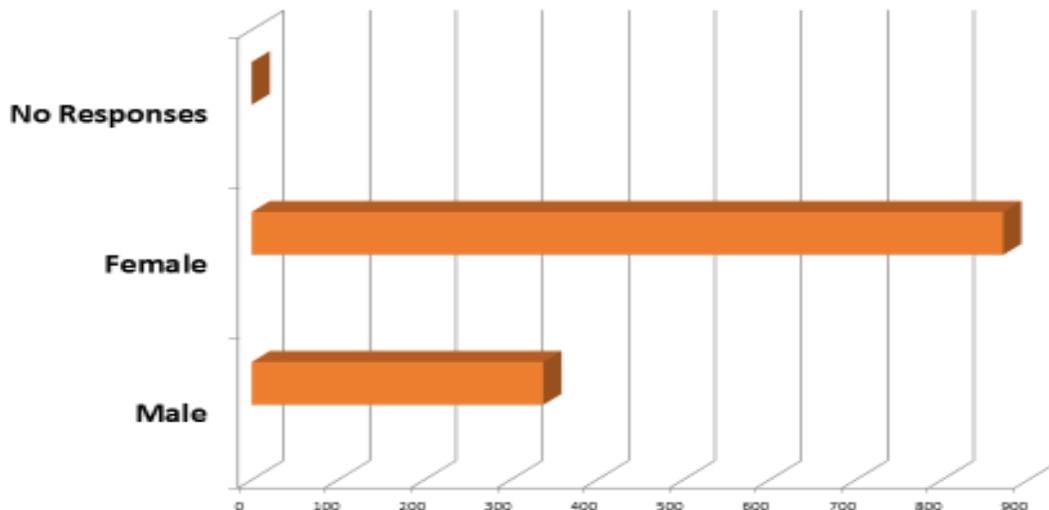
15-20 years: “Adult programs; Comfortable areas for people to work quietly or conversing with friends; Circ desk friendly; Variety of circulating items; Happy and respectful atmosphere; Programming is excellent; Court yard, but I wish it stayed open longer in the fall and spring”.

30+ years: “Overall customer service; Providing resources that, despite availability of information online, keeps patrons coming into the building; Library as community center”.

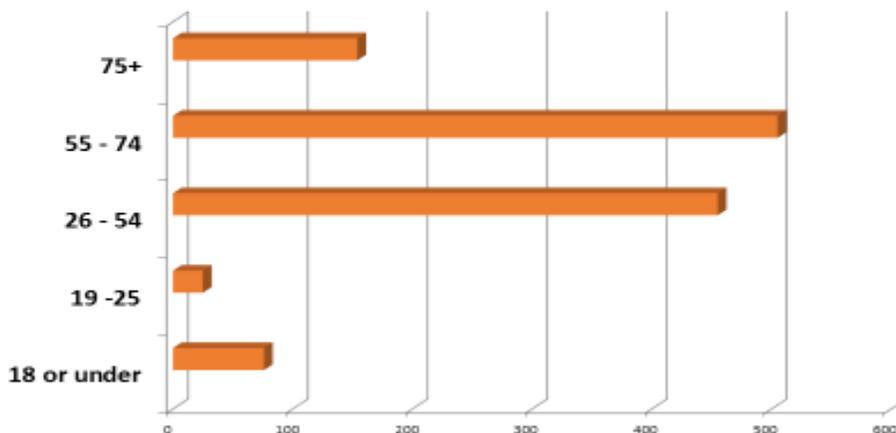
Appendix C
Full Survey Data Available at www.hinghamlibrary.org

2014 Patron Survey

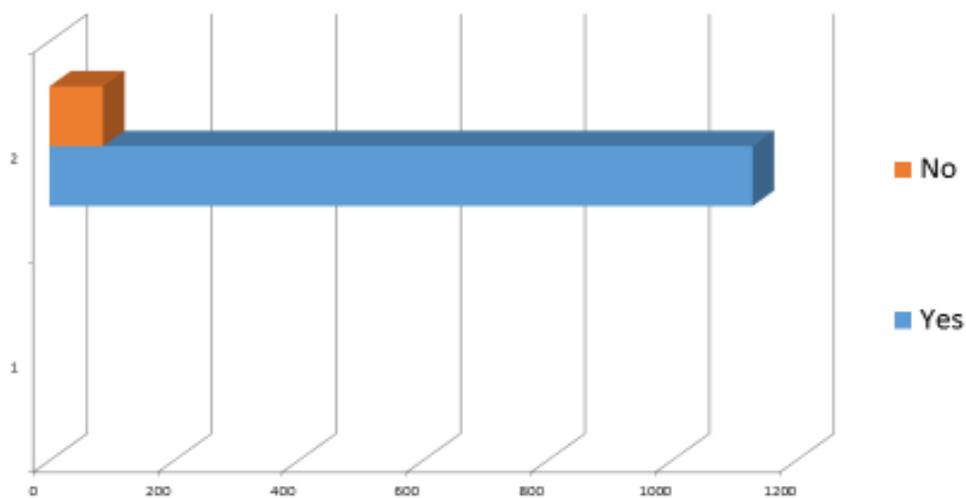
What is your gender?



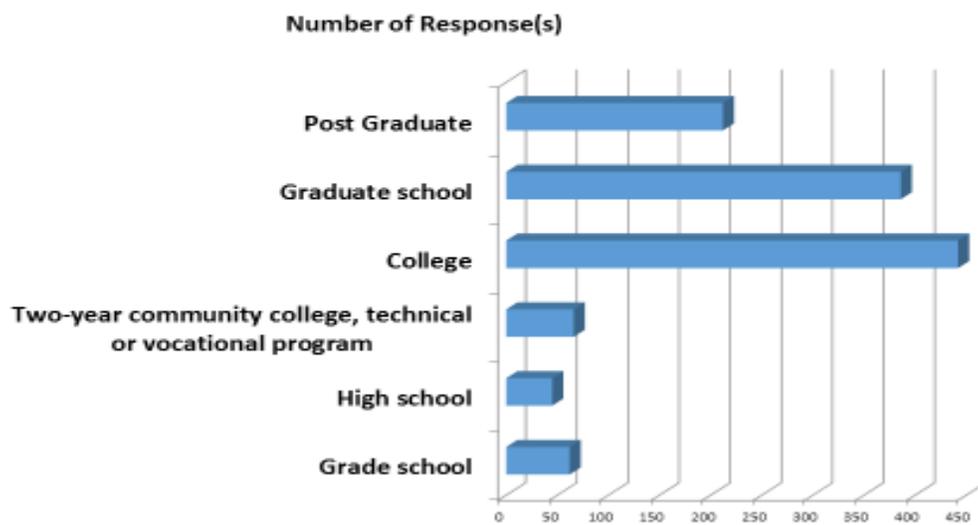
What is your age?



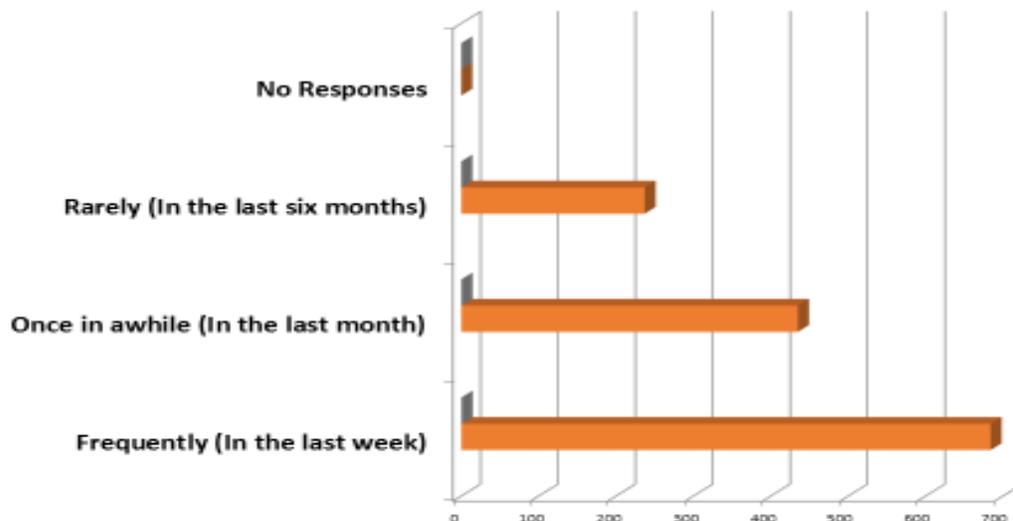
Have HPL library card?



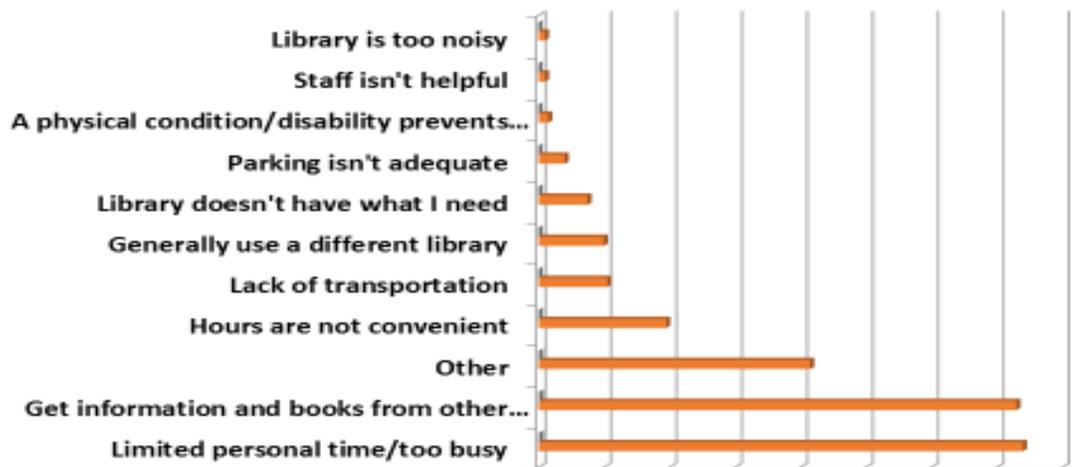
Highest education level?



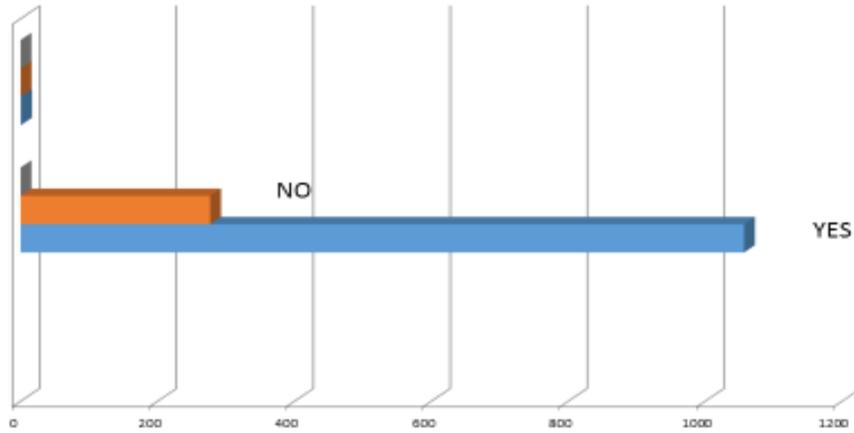
Last time visited HPL?



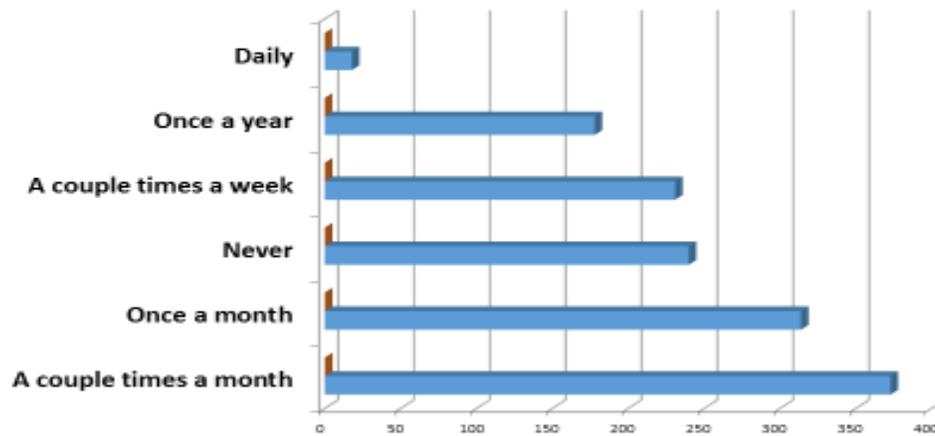
If "rarely," why?



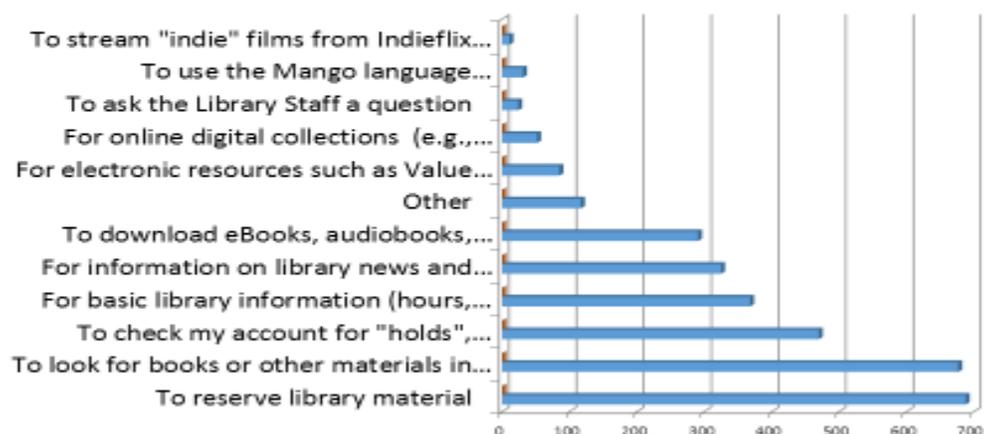
Current hours meet your needs?



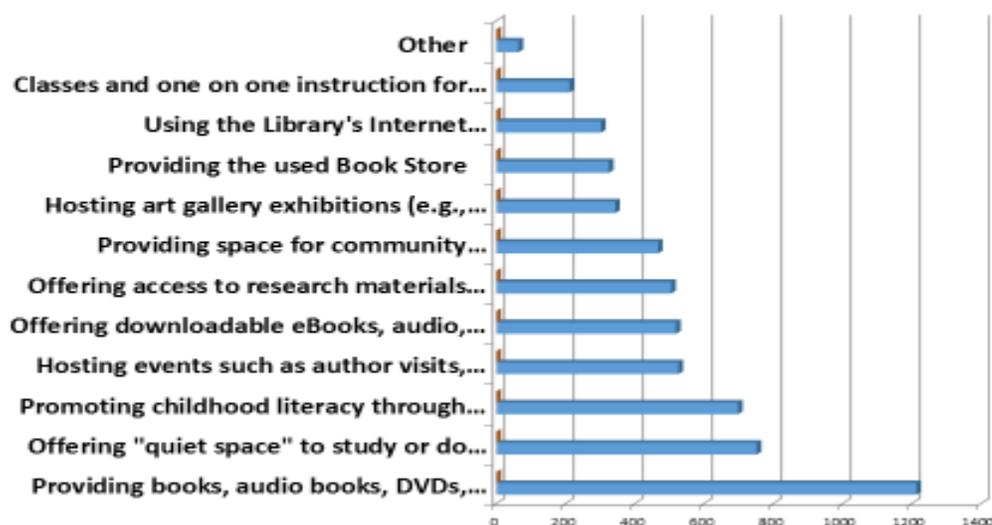
How often visit HPL web site?



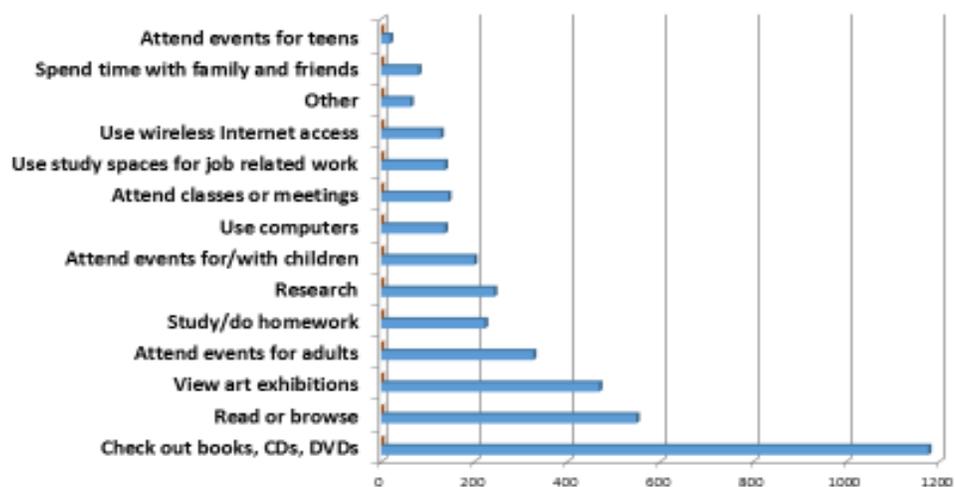
Why visit the HPL web site?



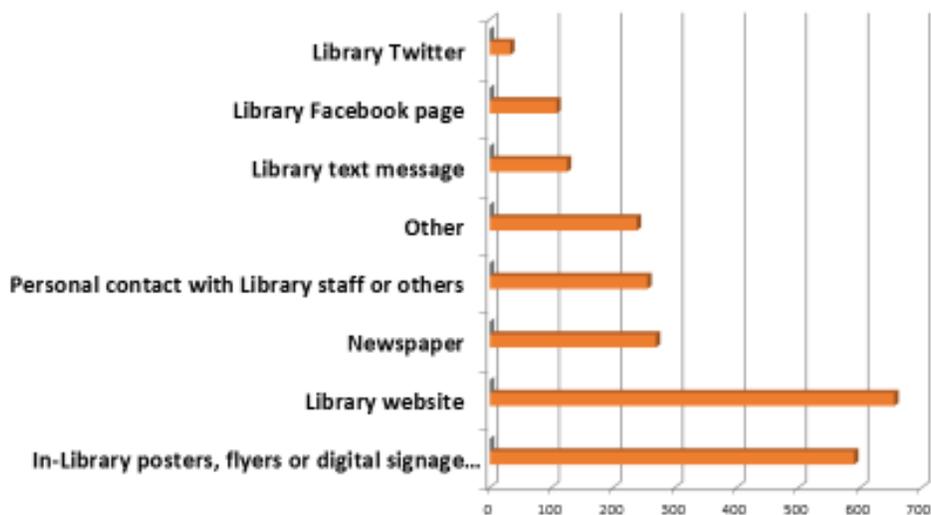
Which services most important?



Which services used most often?



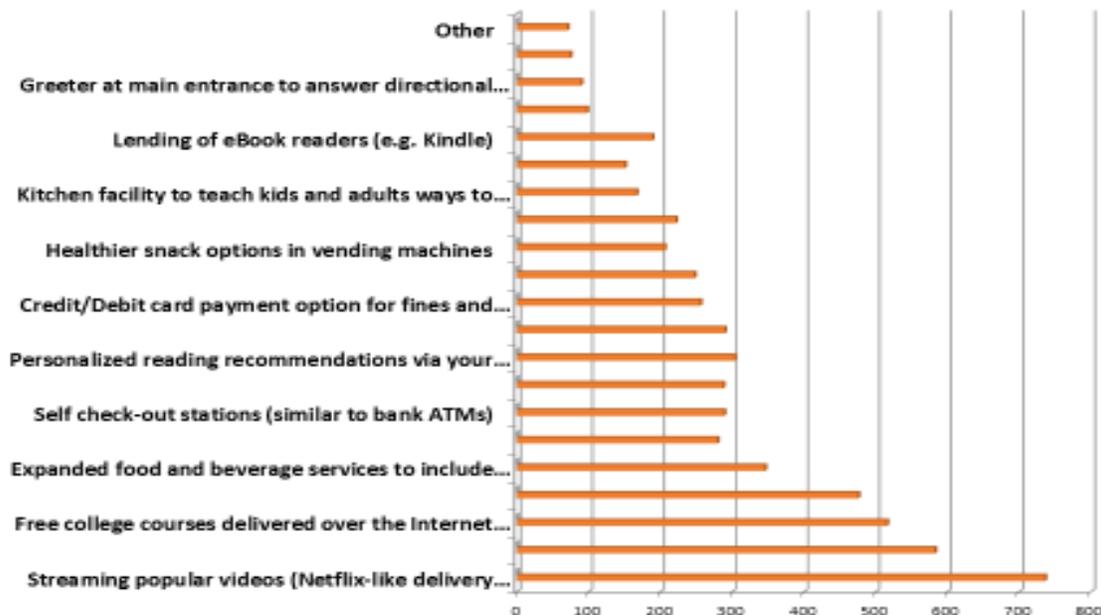
Preferred ways to learn about programs?



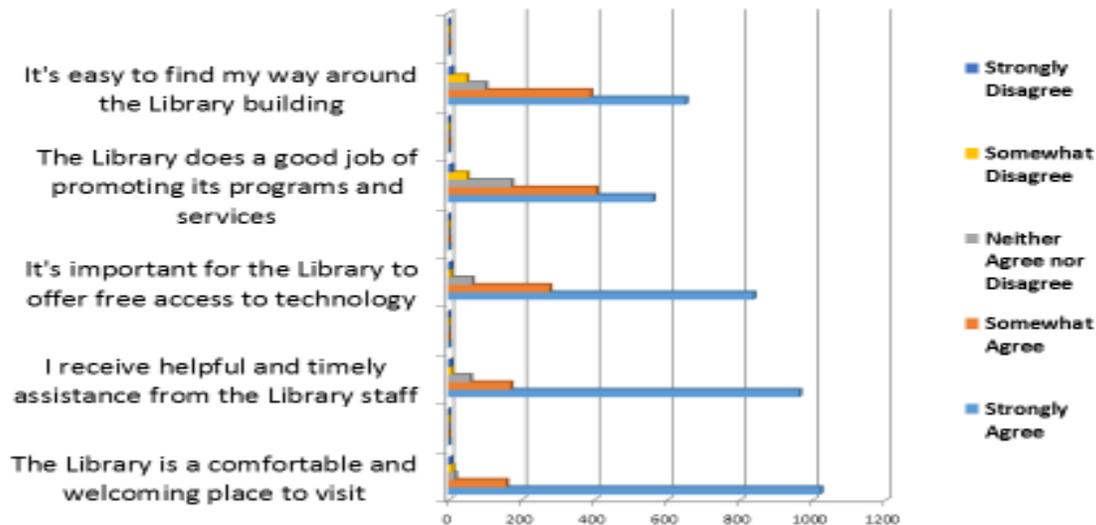
Library offerings tried?



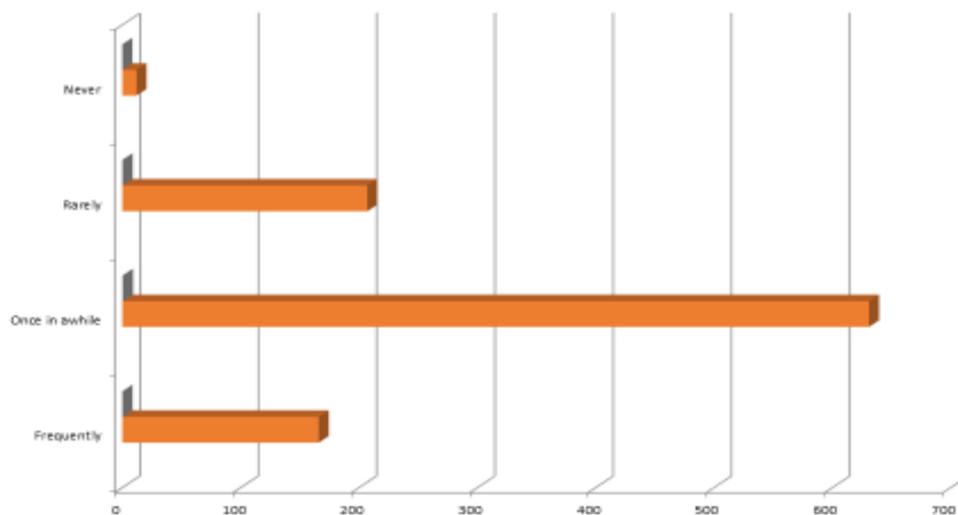
Interest in future offerings?



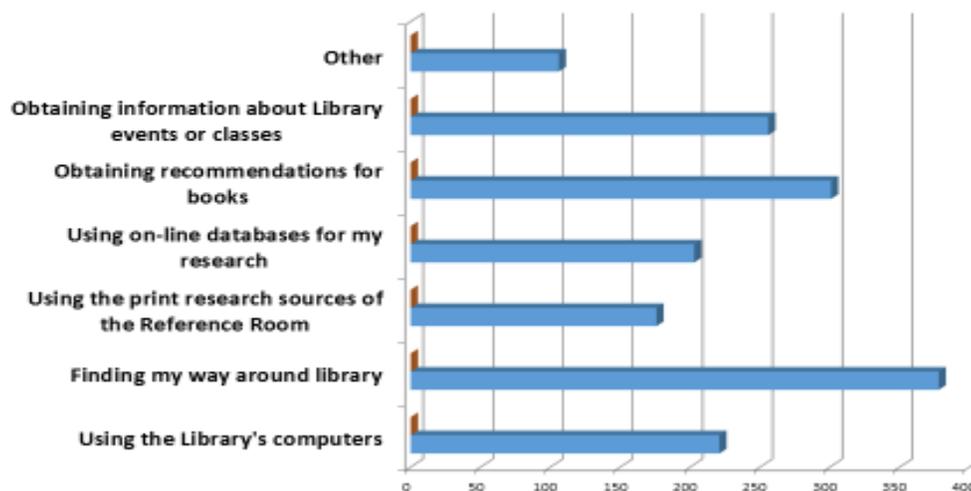
Agree/disagree?



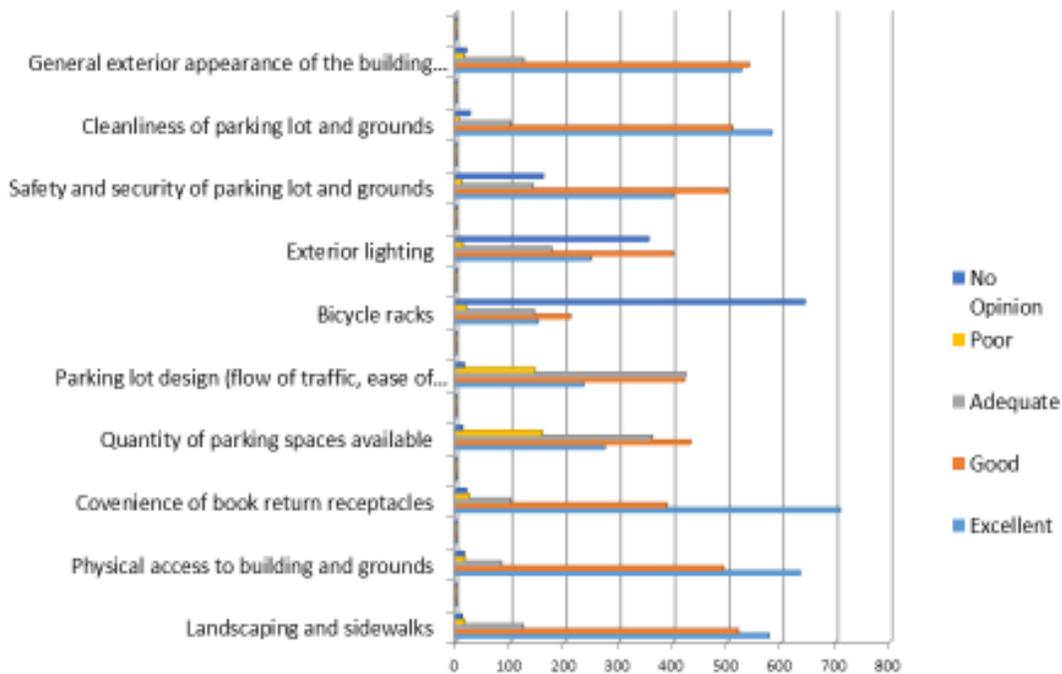
Ask staff for assistance?



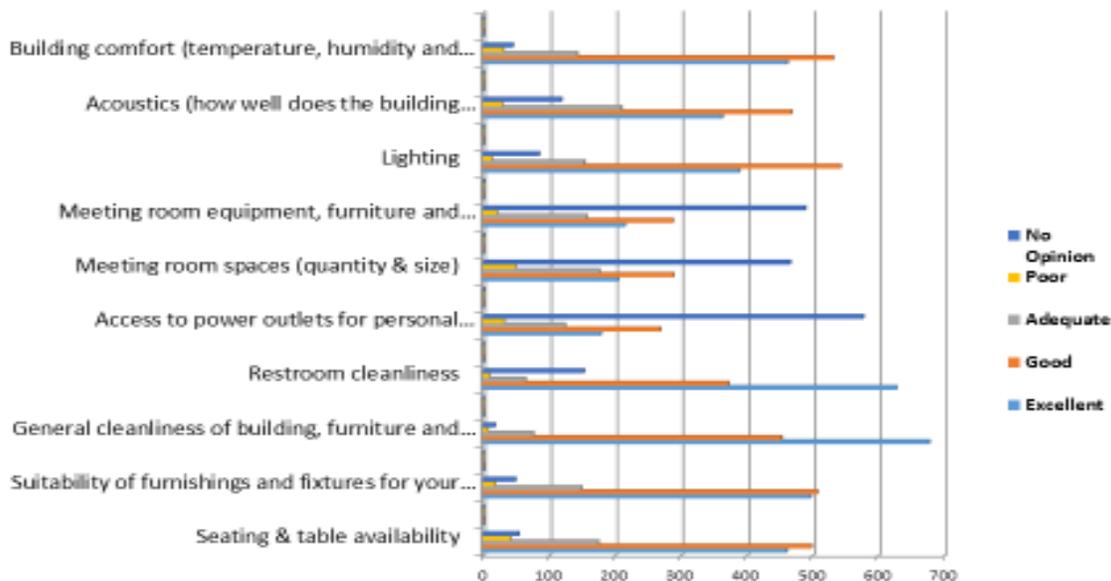
Need assistance for?



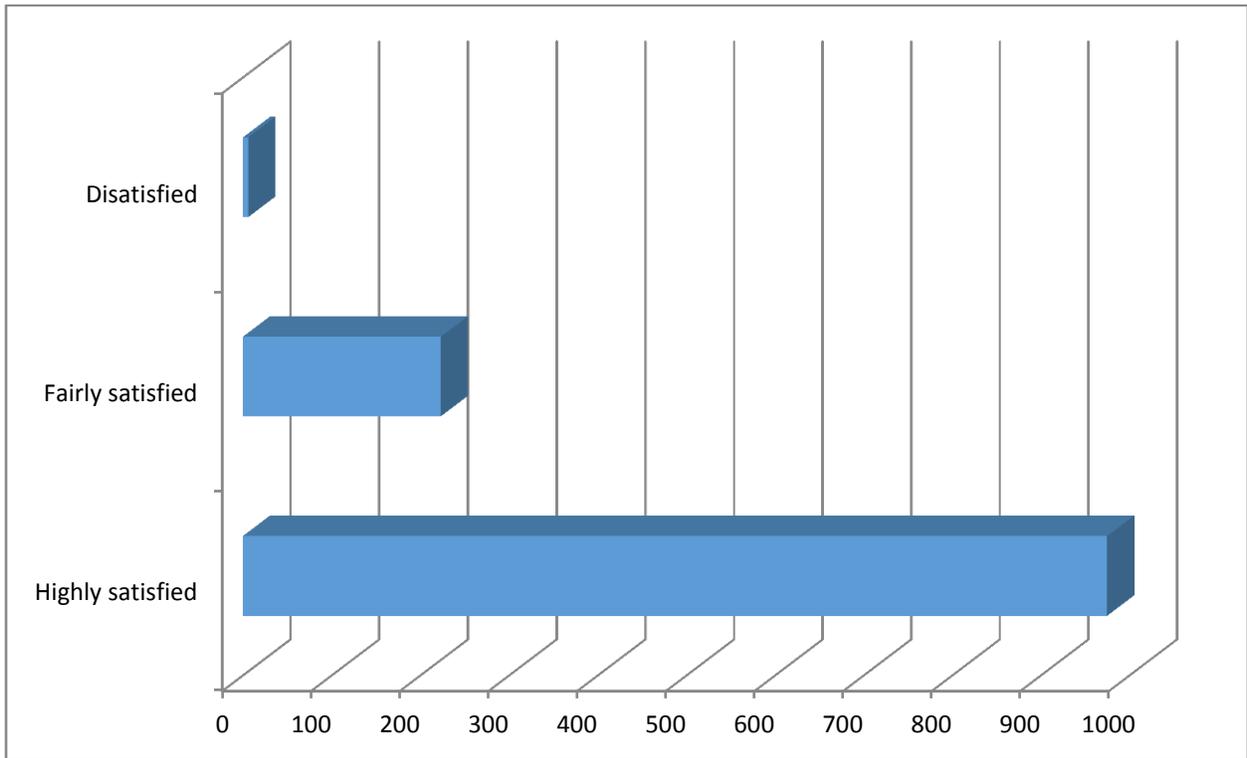
Rate library exterior?



Rate library interior?



Overall Satisfaction?





Appendix D

Long Range Planning: S.W.O.T. Process

Community Session One:

STRENGTHS

- The Staff (++++)
- Great collections (++++)
- Being a community resource for the entire South Shore
- Our location
- Providing access to our resources (+++)
- Sense of community at library and among patrons
- Serves all ages from tots to seniors (+++)
- Comfortable, well maintained physical plant
- Highly educated public
- Comfortable place to be alone, meeting others, or networking
- OCLN Inter-Library Loan (ILL) resource (+++)
- Wide range of educational and cultural programs
- Academic and research support
- Strong Board of trustees (++)
- Art galleries
- Grounds are attractive
- Provides “quiet space.”

WEAKNESSES

- Need more “quiet space”
- Roof leaks!
- Catalog server is slow and cumbersome
- Parking! (++++)
- Flow of auto traffic and flow of patron traffic inside
- Signage (inside and out)
- Layout of building is confusing
- Hours, especially in summer (“we’re not 7 days!”)
- Computer network is slow (internet and intranet)
- Don’t accept credit cards for fines or purchases
- Not enough marketing
- Programming on social media is weak
- Lack of staff knowledge about social media
- Community relations with schools
- Funding sources (++)
- Lack of a “Friends of the Library” (++)

- Condition of Children’s area
- Lack of flexibility in rooms (not multi-purpose)
- Limited space for growth/expansion (++)
- Limited space outside
- Web site not to full potential
- No real café/food service (++)
- Children’s programming (++)
- Lack of staff presence in community/schools
- Need to draw/strengthen relationships with schools, Senior Center, Linden Ponds
- Need to get best sellers “out” through marketing
- Lighting

OPPORTUNITIES

- Space redesign, especially lobby and reference area
- Bookstore for kids
- More volunteer labor (e.g., Eagle Scout projects, senior community service)
- Fund raising Telethon
- Be more like a bookstore (“friendly”) inside and on-line
- Marketing HPL – Be where people are (e.g., Pinboard)
- Coordinate programs with schools (+++)
- Increase scope of services
- Utilize courtyard more (+++)
- Co-sponsor programs with schools and use their auditorium space
- Be out there more on blogs, social media
- Flexibility of space
- Staff training, especially with students (pluses and minuses)
- Materials loan/exchange with schools
- Better technology
- Moms and kids programs earlier in the day; expand Children’s programming
- Expand parking
- Communication with OCLN
- Web site navigation
- More PR
- “Friends of the Library”
- Library as cultural center
- Schools/Young Adult Librarian interaction
- HPL as a resource for student chat/resource for academic/research issues
- Book clubs (and buy best sellers then donate)
- Recommended reading lists
- More staff training, especially on e-books
- Sharing town spaces
- More on-line education programs

THREATS

- Social trends in reading, publishing
- Security and scheduling with kids
- Loosing “personal” connection
- Funding sources
- Patron giving
- Not staying up on technology (++) “Combat Google”
- Ease of technology use
- Parking
- Internet/intranet speeds
- Building maintenance (roof, duct work, etc.)
- Lack of group/individual/multi-purpose spaces
- Lack of ease in using e-books
- Keeping up with all the demands and pace of change
- Ease of use/accessibility for seniors (e.g., elevators)
- Keeping “brick & mortar” traditional library and new technologies (“2 libraries”)



Long Range Planning Meeting Two: Community Visioning Session

**Hingham Public Library
April 14, 2015**

Maritime Center in Hingham. (2)

Non-profit organizations that collaborate together and a place to do it. (1)

Promoted as an age-friendly community. (1)

Town departments that work together, not as silos.

Review ways to encourage more Town meeting participation. (2)

Ways for young people to be involved beyond academics & sports. (8)

Utilize school buildings for entire community. (2)

Hingham's outdoor areas around the water are developed for business and recreation. (1)

Promote Hingham's green space.

Celebrate the talents of all ages in the community. (4)

Community has multi-generational community space and programs. (4)

More music – available and free for all.

More opportunities for life-long learning. (3)

Creation of clearinghouse for volunteers/talents. (5)

People have place to ask for assistance from others.

Town government to give open forums for residents to speak.

**Resources for residents (new and old) on what to do in town – “Hingham for Dummies.”
(2)**

Encourage visitors to Hingham.

Hingham has a balance between development and open space (South Hingham).

Public transportation that is green, flexible, and cost-effective. (4)

Coordination and communication for school transportation.

Communication and technology is accessible and current. (3)

Compiled by Kristi Chadwick, Advisor, MBLC



Hingham Public Library Long Range Planning, Community Session III

HPL Vision Statements

- A place that feels like a community center, a way to connect with people, a source of information
- Attract and keep young people as patrons, future trustees, and taxpayers.
- A place of multiple experiences (e.g., movies, classes, speakers)
- A place to “meet.”
- A hub or center of learning and education for all ages
- A place of surprise, discovery, the unexpected
- Opportunity for public/private partnerships (e.g., outsourced café management, for profit lecture series, series of talks, utilize our local college professors).
- Welcoming to all ages and demographics
- Be integrated with other Town departments
- A place to enhance skills (e.g. public speaking, writing, poetry)
- Multi-generational book clubs (example of Brooklyn, NY)
- Enter library with sense that technology is user friendly
- Integrate new with traditional view/role of library
- A place for research/do we have a generational “bubble” regarding use of internet and WWW research?
- A staff well educated and trained in all library offerings (e.g., events, technology)



Hingham Public Library Long Range Planning, Session III

HPL Specific Goals

- Have best children’s collection and programming in OCLN
- Have adequate parking for busiest days
- Analyze collections by medium
- Web site as resource and destination
- Better systems in general (infrastructure)
- Have big open spaces for all ages
- Have a café that is state of the art facility and a “place to meet.”
- Offer multi-generational cultural events
- More aggressive outreach and marketing of library services (i.e., what we have, what we are offering). Change the model; don’t be passive
- Better integration, coordination, planning with other Town departments.
- Collaboration with and use of school spaces as available.
- Have very robust education resources

- Have strong communication channels to patrons, both electronic and traditional (e.g., direct mail)
- Build communications off existing card holder base and electronic feeds
- Retain sense/reality of library as “quiet space.” Noted how some colleges have dorms and other spaces or levels designated as “quiet.”
- Need for individual study carrels in addition to group study/work space
- Need better signage. Possibly have a Greeter (volunteer?) to help patrons find what they need, “library concierge.”
- Keep space flexible to adapt to multiple uses and events
- Make entrance space very welcoming
- Set specific fundraising goals and events
- Reinstigate “Friends of the Library” (have them sell S.W.A.G.)
- Larger, better situated book store (and sell library S.W.A.G)
- Use bookstore model and have best sellers “front and forward” to greater degree
- Evaluate numbers of books purchased vs. need and residual sale value
- Encourage patrons to buy books, write reviews, and donate to HPL
- Look at stack design (e.g., bottom shelves canted upward, shorter stacks in Children’s).
- Evaluate fees, revenues, fines
- Evaluate more use of outdoor space (in addition to courtyard) and possible tot play area
- Design (esp. Children’s area) for Moms and Tots so that kids can read/play and have moms be able to watch and socialize (re: Cohasset Children’s model).
- Evaluate access to building, in and out.
- Parking!

Participant Summary Impressions from Three Sessions

- Need to focus on space utilization
- Provide more funding for more programming
- Promotion of what we already have and offer
- Community outreach and engagement/marketing/creating “face of the library.”
- Co – op with other Town spaces, especially schools
- Library as center/hub/community resource for Town and ability to help facilitate greater interaction among departments
- Children’s space
- Don’t abandon traditional role and strengths
- Library is expected to have something for everyone; how do we do that?
- Looking at physical space and consider tweaking areas before major renovations
- Library is “For Me.”
- How do we connect governance entities within Town to discover and leverage commonality of interests and avoid duplication

