



Boyden Library

STRATEGIC PLAN FY 2024-2029

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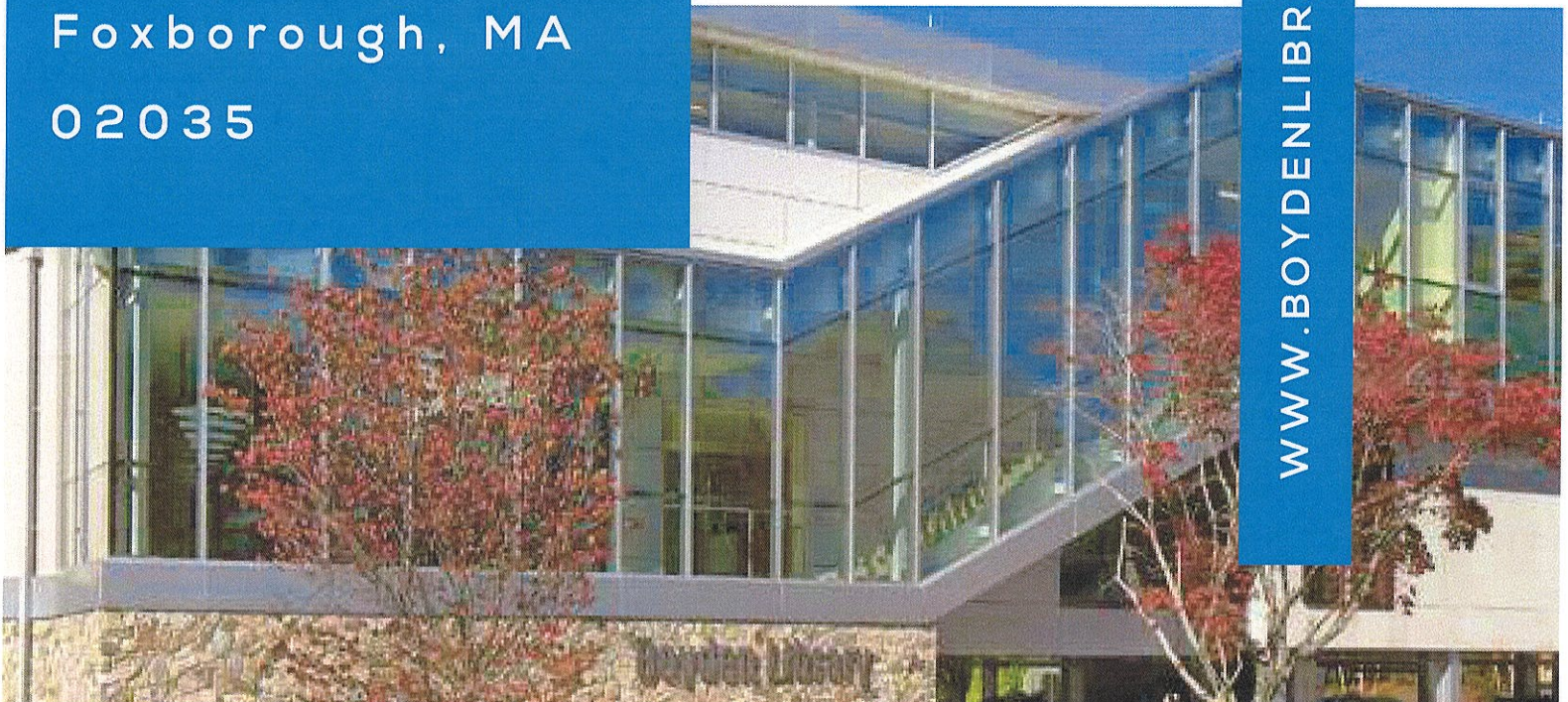


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Approval of the Board of Library Trustees:

This Strategic Plan for Fiscal Years 2024– 2029 was formally approved by the Board of Library Trustees at their September 12, 2023 meeting.

PART I:
INTRODUCTION and METHODOLOGY

In an era of ever-evolving trends, libraries must continually adapt and reinvent themselves in order to stay relevant and meet patron expectations. The Boyden Library, aware of this demand for evolution, has crafted its Strategic Plan for FY2024-FY2029, created in order to identify and analyze community needs, determine library service priorities, and develop goals and objectives that address both short and long-term opportunities for the library. The formulation of this plan is an inclusive endeavor, drawing insights from various sources including Joy L. Fuller's book "*Strategic Planning for Public Libraries*" and online resources from the Massachusetts Library System.

The Boyden Library embarked on the planning process with the following objectives in mind:

- Assess the library's role in the community
- Evaluate various strengths and opportunities
- Set relevant priorities and goals for the next five years
- Demonstrate library needs, through objective data, to the Select Board, Advisory Committee, and to the Town of Foxborough
- Position the library as a vital and essential resource for the community

Planning for this new Strategic Plan started in the Spring of 2023 and was developed by the Library's Strategic Planning Committee, which consisted of following seven people:

- Libby O'Neill, Library Director
- Jennifir Huston, Teen Librarian
- Jennifer Ooi and Kevin Penders: Board of Library Trustee members
- Margi Rossetti, Friends of Boyden Library representative
- Jeffrey Amb: community member and avid library user
- Grace Ballou: teen member and library page

Meetings for this committee followed the format recommended by MLS's three meeting model:

- Meeting One: Orientation and SOAR Exercise
 - Facilitated by: Ken Nelson, Trustee of the Norfolk Public Library
- Meeting Two: Community Visioning and Draft Goals
 - Facilitated by: Kristi Chadwick from MLS
- Meeting Three: Survey Results and Wrap Up
 - Facilitated by: Ken Nelson, Trustee of the Norfolk Public Library

{Source: <https://guides.masslibsystem.org/strategicplanning>}

The outcome of this process yields a strategic framework, charting the course for library service advancement over the upcoming five-year period. The plan is a living document and important for the following reasons:

- It gives the library a direction and identifies priorities
- It reveals user needs and wants from the library
- It provides opportunity for evaluation and assessment
- It is necessary for funding opportunities and budget decisions

Valuable input from Library personnel was also collected by conducting a SOAR (Strengths, Opportunities, Aspirations, and Results) exercise at one of our staff meetings.

An extensive survey was created for individuals to complete during a four-week period. This survey was posted on our library website, social media pages, as well as distributed in paper form and through our electronic monthly newsletter.

While the goals and objectives within this plan comprehensively address a substantial array of needs pinpointed by the Planning Committee, it is important to note that they may not encompass the entirety of the Library's forthcoming five-year work landscape. Our dedicated staff will uphold their commitment to delivering exceptional customer service to our patrons, while keeping focus on the goals of this plan. Library Administration will be responsive to emerging trends and patron demands, regardless of whether or not a specific need has been explicitly outlined in this plan.

This plan will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop, and conditions change.

Part II:

COMMUNITY DESCRIPTION

The Town of Foxborough, incorporated in 1778, is an economically developed suburban community located 24 miles south of Boston and 22 miles north of Providence, RI. Situated at the intersection of Interstates 95 and 495, Foxborough is a thriving community with a population of just over 18,000 individuals. The town is bordered by Walpole on the north, Norfolk on the northwest, Sharon on the northeast, Wrentham and Plainville on the west, and Mansfield on the south and southwest, and has a total area of 20.89 square miles (with a land area of 20.08 square miles).

Foxborough is the home of the New England Patriots and the New England Revolution. Other large businesses in the town include Schneider Electric, The Kraft Group, and Brigham & Women's Mass General. While pursuing a moderate level of economic development, Foxborough also prides itself on maintaining its small town feeling and rural characteristics. The 1,700-plus acres of conservation land scattered throughout the town complement the town's close-knit neighborhoods.

Foxborough's Common, located in the center of town, (and just across the street from the Boyden Library) is the focal point for many town activities, including the annual Founders' Day parade, Independence Day and Memorial Day celebrations, summer band concerts, holiday lighting displays, and the library's annual Teddy Bear Picnic.

The town was named for the Honorable Charles James Fox, member of the English House of Commons, and a staunch supporter of the Colonies. In its early days, Foxborough was a farming community, but, in the words of Jack Authalet, Town Historian, "...In the early 1800's dependence upon the land would ease as large numbers of people went to work for wages manufacturing products of straw. They became the economic engine that would drive the 19th century and brought the community to its pinnacle as the "Straw Hat Capitol of the World."

Foxborough's population increased as many people left their farms in neighboring towns and states to work in the straw industry. Many newcomers to this country who were seeking political and economic opportunity joined them in this pursuit.

In 1900, the largest straw manufactory ever built, the Union Straw Works, was destroyed by fire – and the town's straw industry never regained its prominence.

Not long after, the company that came to be The Foxboro Company (and now continues as Schneider) began its operations in town. The Foxboro Company eventually became internationally prominent in the field of "process and control instrumentation," and served as the town's largest employer for many years.

In the post WWII years, Foxborough's population doubled. The 1960's saw a burst of new public school construction, a new Town Hall, a new Highway Department building, and in 1967, a new Boyden Library building.

Statistical Summary:

A review of population and demographic statistics show Foxborough to be a medium-sized town that is primarily white in racial composition, and well educated. According to data from the 2020 U.S Census, Foxborough's population is 18,618 and consists of the following breakdown in age groups:

0-14 years: 3,300	45-54 years: 2,901
15-19 years: 1,524	55-64 years: 2,593
20-34 years: 3,110	65-74 years: 2,032
35-44 years: 2,007	75 and over: 1,151

The overall population has grown by 9.75% from 2010 to 2020 with the following racial distribution: 79.2% white; 5.6% African American; 6.4% Asian; 4.6% Latino; and 4.2% multi-racial.

According to the 2021 American Community Survey, the median household income is \$95,410, while 3.9% of the population is below the poverty level.

While single-family homes constitute the bulk of Foxborough's housing stock, there are a number of condominium and apartment complex developments that help to diversify Foxborough's population mix economically, racially, and generationally.

There are few local outlets providing information services, although there is a weekly newspaper, The Foxboro Reporter and a community cable-access channel, Foxboro Cable Access. Regional and national news and information is primarily provided by sources outside the community.

There are nine active and well-attended churches, and more than two dozen clubs and community organizations. Some of these organizations include, but are not limited to, the following:

- Foxboro Art Association
- Foxboro Jaycees
- Foxboro Lions Club
- Foxboro Music Association
- Foxboro Rotary Club
- Foxboro YMCA
- Marilyn Rodman Performing Arts Center

The Foxborough Public School System consists of three elementary schools: The Burrell Elementary School, the Igo Elementary School, and the Taylor Elementary School. There is one middle school, Ahern Middle School, and one high school, Foxborough High School in town. The Foxborough Regional Charter School is another school option for students K-12. The Charter School currently enrolls up to 1,700 students from 20 neighboring communities that make up the district including Attleboro, Avon, Brockton, Canton, Easton, Foxborough, Mansfield, Medfield, Medway, Millis, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Stoughton, Walpole, West Bridgewater, and Wrentham.

Additionally, the Sage School is also located in Foxborough and is New England's leader in gifted education for children preschool age through 8th grade.

PART III:

LIBRARY HISTORY & DESCRIPTION

HISTORY

On January 31, 1871, the Boyden Library welcomed its first patrons. The library was housed in Memorial Hall, a new stone building overlooking the Town Common. Memorial Hall was constructed as a Civil War memorial, and members of its building committee felt that a town library would be a fitting use for the new structure. The town agreed, and in 1870 voted to proceed with the proposal. Interest from a gift to the town from local merchant Uriah Boyden was used to purchase books, print a catalog, and lay in two loads of coal for the furnace. It was further decided to name the library in honor of Mr. Boyden.

Prior to the establishment of the Boyden Library, the Union Straw Works had in the mid-1800's established an on-premises library for the young women employed there. A Social Library was later founded in 1860. This private lending library was initiated by community leaders and concerned parents. Foxborough residents continued to seek greater access to books for all residents, and considerable discussion ensued about starting a public library to be provided for by the Town – leading to the establishment of the Boyden Library in 1870. Foxborough then had a population of 3,200. By 1884 the library's collection had increased to 2,560 volumes, by 1890 to more than 3,800 volumes (the planned capacity for Memorial Hall was 4,000). Library services and collections continued to expand over the years – with Memorial Hall serving well beyond any reasonable expectation – and plans were finally developed to construct a new library building on the present site at the corner of Bird and Baker Streets.

Construction of the new library building, designed by Kilham Hopkins Greeley and Brodie, began in 1967, with the library opening to the public on November 2, 1968. Foxborough's population had grown to more than 10,000, according to the 1960 U.S. Census – a greater than 40% increase from the approximately 7,000 recorded in the 1950 Census. The library collection on opening day in 1968 comprised some 14,000 volumes, with hopes to soon expand the collection to 30,000 volumes.

This 20,833 square-foot building remained home to the Boyden Library until November of 2011 – when the library moved to temporary quarters in anticipation of a large-scale addition and renovation project. At that point the Boyden Library building – designed to serve a population of 10,000 with a collection of 30,000 to 50,000 items – was serving a population of nearly 16,500 with a collection of some 95,000 items.

Groundbreaking for this project took place in January 2012. The Boyden Library provided a full-range of library services from its temporary location at The Offices at Chestnut Green throughout the course of the 18-month long construction project. Library staff moved back to the Bird Street building in late June of 2013, with the Library opening to the public on July 22, 2013.

Designed by LLB Architects of Pawtucket, Rhode Island, the expanded and renovated Boyden Library now occupies approximately 34,000 square feet of space on three levels, highlighted by a top floor Children's Room featuring a fifty-foot glass wall overlooking Baker Street.

GOVERNANCE

The Library is a department of town government and is governed by an elected six-member Board of Trustees. The Board's authority is derived from Chapter 78, Sections 10-13 and 21 of the Massachusetts General Laws. According to the Board of Trustees by-laws, it states in part that: *"The Board shall have those responsibilities as provided by MGL Chapter 78 Section 11 and the by-laws of the Town of Foxborough as regards the custody and management of the Library and of all property owned by the Town pertaining to the Library. The Board shall be responsible for all monies appropriated by the Town for the Library and all money or property received by the Town by gift or bequest for the Library."*

Responsibilities are delegated by the Board to the Library Director and shall include implementation of policies approved by the Board, selection and supervision of personnel, selection of books and other materials, maintenance of library collections, expenditure of funds within the approved budget, direction of library operations and provision of services to the public. The Library Director is appointed by and is directly responsible to the Board, and is an employee of the Town of Foxborough.

The Boyden Library Board of Trustees has a strong record of effective leadership in the community. The six-member board operates under a written set of by-laws. The Board meets on a monthly basis (excluding summer months) and all members are expected to attend meetings regularly. The Trustees are well informed of both town issues and library issues and are strong advocates for the library.

COMMUNITY SUPPORT

The library has 9,096 registered borrowers of whom 7,514 are town residents. This means that approximately 60% of residents are library users. A recent survey demonstrates that most patrons are frequent users, visiting the library monthly, if not more often. They are highly satisfied with their library experience in terms of facility, customer service and collections.

The Friends of Boyden Library are also active supporters of the library and currently have 264 members. The Friends sponsor museum passes, supplies, a variety of programming for patrons of all ages, and summer reading prizes.

PART IV:
VISION & MISSION

Vision:

The Boyden Library will be the heart of our community and enhance the quality of life for our patrons. We aspire to be a dynamic and inclusive center of intellectual curiosity, fostering an environment where individuals of all ages can explore diverse perspectives, unleash their creativity, and forge lasting bonds.

Mission:

At Boyden Library, our mission is to create an inclusive community hub that fosters lifelong learning, enrichment, and active community engagement. Through thoughtfully curated and diverse collections, innovative programs and meaningful community partnerships, we empower individuals to explore, discover and connect with others.

PART V:
2023 LIBRARY SERVICES

BUILDING FACILITIES

The Boyden Library is a welcoming community center, inviting all who enter to engage in a realm of comfort and discovery. Its expansive layout offers a multitude of tranquil areas for reading, focused project endeavors, or the pursuit of knowledge through both traditional print and digital mediums. The Children’s Room is a space that provides warmth and vitality and is perpetually abuzz with the vibrant energy of families that visit daily.

The recently revamped Teen Room is a dynamic haven bursting with an array of vivid hues and contemporary designs. It includes a makerspace area, an inviting living room space, and an Xbox gaming station for teens to partake in age-appropriate video game ventures. This room garners substantial usage and is greatly valued by the teenagers who frequent it for activities such as completing homework tasks, fostering social connections with peers, and finding an expressive avenue through engagement in crafting endeavors.

The library also has two meeting rooms that are actively used for library programs, as well as non-profit and town organizations. A group tutoring space is available for tutors and students to use, along with those working on group projects.

According to our recent Community Survey, an overwhelming number of users continue to be extremely satisfied with the facility and the facility’s cleanliness.

Our biggest challenge, and reoccurring sentiment from the survey, is the inadequate amount of parking available at the Boyden Library. The Board of Library Trustees, in conjunction with the Library Director, continue to explore alternative parking options. However, due to the limited space available, a solution has not presented itself. Currently, the most viable recourse for supplementary parking is Schneider’s Municipal Parking Lot, conveniently situated roughly a block and a half distant from the library premises.

STAFF

The Boyden Library is fortunate to have a dedicated team of nineteen staff members. Staff consists of the following librarian positions: Library Director, Adult Services Librarian, Senior Youth Services Librarian, Reference Librarian, Technical Services Librarian and Teen Librarian. Additionally, we have a Circulation Supervisor, two Senior Library Assistants, seven Library Assistants, a Department Administrator, and two pages.

The staff is friendly, knowledgeable, and skillful. All employees go above and beyond to be welcoming and responsive to user needs. Staff members are encouraged to seek professional development opportunities by attending state and regional conferences, tuition reimbursement towards degree granting programs, as well as workshops (in person and virtual) offered through the Massachusetts

Library System, the SAILS Library Network and a variety of other online resources. Staff members also share their expertise with each other at regularly scheduled staff meetings.

MATERIALS and TECHNOLOGY

The Boyden Library maintains an attractive, up-to-date collection that reflects community interests and needs. Library materials are actively used by patrons as evidenced by the increase in annual circulation statistics. The collection is kept current by the regular acquisition of professionally selected books and materials. Worn, dated, and seldom used materials are discarded on an ongoing basis. One area to focus on in the next five years is acquiring additional books in different world languages.

Along with our print materials, a major focus has been on increasing digital access of streaming media to patrons. By offering this content through Libby (Overdrive), Hoopla, Kanopy, and various other e-resources, we are addressing a need by providing immediate and easily accessible services 24 hours a day, 7 days a week. Patrons also have in-library and at-home access to specialized databases that are provided by the Massachusetts Board of Library Commissioners, Massachusetts Library System, SAILS, and the Boyden Library.

NEW and CONTINUED SERVICES

Over the past few years, the Boyden Library has implemented a variety of new and expanded services demonstrating a commitment to maintaining its status as a vital community resource. The subsequent list outlines a selection of upgraded library offerings tailored to serve our patrons better:

- Establishing a Library of Things collection which includes non-traditional items for people to try before buying or use only occasionally,
- Expanding our Museum Pass Program offerings,
- Starting a Seed Lending Library for patrons to have the opportunity to check out seeds and choose between herb, vegetable, and flower seeds to bring home and plant. This program is intended to get more people interested in gardening, develop a network of seed savers and encourage preservation of heirloom seeds,
- Forming a video game collection – to be used by teens in the library and for others to check out and play at home,
- Creating a Board Game Collection geared towards adults,
- Partnering with the Library Speakers Consortium to offer a popular *Virtual Author Series* – where patrons can enjoy a range of talks (live online or later on demand) from bestselling authors and thoughtful leaders,
- Offering home delivery services, in partnership with the Council on Aging, to deliver library materials to those that cannot visit the Boyden Library for a period of time,
- Increasing our digital media offerings to include additional eBooks, audiobooks and e-resources such as *Brainfuse* and *Niche Academy*:
 - *Brainfuse* offers live online tutoring for all learners. Patrons can access real-time assistance through the online classrooms. Tutors are trained to not provide answers,

but to help users master a problem's underlying academic concepts. Live tutors are available online between the hours of 2-11pm.

- *Niche Academy* delivers immediate accessible online trainings on the e-resources that the Boyden Library provides as well as trainings for other platforms and software such as Facebook, Microsoft Excel, etc.

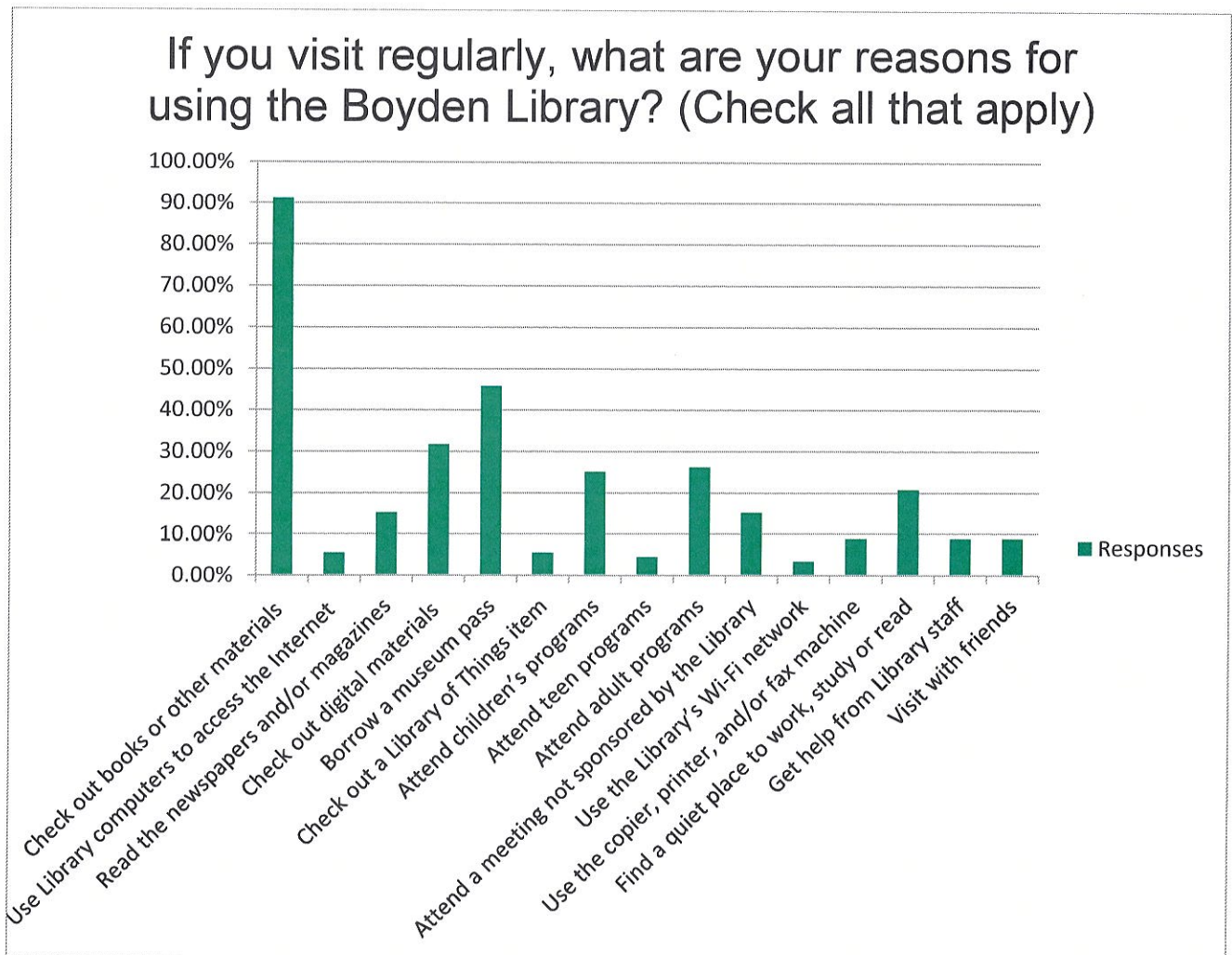
PART VI:

LIBRARY SURVEY RESPONSES and ASSESSMENT OF USER NEEDS

To gather community feedback and suggestions, we created a survey that consisted of 25 questions. Seeking to have this survey reach as many local residents and patrons as possible, we posted on our library website and social media pages such as Facebook and Instagram. We also distributed this survey in physical form at the library, and blasted the online link to thousands that receive our e-newsletter. After four weeks of circulating this survey, we received 96 responses.

SOAR (Strengths, Opportunities, Aspirations, and Results) exercises were also completed by Library staff and the Strategic Planning Committee for additional ideas and feedback.

In analyzing the data collected from the Strategic Planning Committee, Library staff, and the Community Survey, it is evident that most patrons continue to use the Boyden Library in a traditional sense by checking out books and other materials (84 responses). Other uses that ranked high were borrowing a museum pass (42 responses), checking out digital materials (29 responses), and attending programs (adult programs: 24 responses and children’s programs: 23 responses).



Programming: There was an overwhelming amount of responses (62) to increase programming for all ages, particularly STEAM (Science, Technology, Engineering, Art, and Math) related. Adults requested additional crafting classes, workshops focusing on cooking, health/wellness, how to repair items, historical lectures, and ESL programs. Parents asked for more evening programs to accommodate school and working parent schedules and tween programming.

Increase of digital media: Especially heightened by the pandemic, individuals have acclimated to the notion of instantaneous access to online information including eBooks, audiobooks, and streaming media. Through Libby, oftentimes there is quite a long wait-list, as it is with a popular physical book. There were 27 responses that a top focus should be to increase our digital media offerings so that more are available for patrons.

Makerspace: Also important to the community, 25 responses were in favor of creating a makerspace at the Boyden Library. By introducing tools and materials to patrons that they would not ordinarily use, it will create an ideal opportunity to people of all ages to explore, tinker, collaborate, and learn new skills.

Promotion of library programs and services: The Boyden Library has many wonderful programs and services, and we continue to add more as funding allows. It is imperative that we continue to focus on promoting all that the library has to offer and explore alternative methods for reaching the public, especially non-users. There were 21 responses that agreed more promotion and awareness of library services must take place.

Part VII:

GOALS AND OBJECTIVES

The essence of this document resides in its goals, objectives, and listed activities, forming the foundational framework upon which the entire plan is constructed. Goals indicate what issues the Boyden Library must address in order to effectively meet the needs of the community, while objectives specify how staff will proactively tackle these challenges. Activities provide more detailed information concerning how the objective will be met. Goals, objectives and activities define concrete terms where and how the Library will focus its efforts in order to provide the best possible service to the community.

Goal 1: Expand Core Services and Programs

The Boyden Library is the heart of the community and by expanding core services and program offerings, we will be impacting and enriching peoples' lives.

Objective 1: Increase program offerings for patrons of all ages.

Activities:

- Implement STEAM programming such as a Coding Club for school age children and more crafting programs for adults
- Organize Tween specific programming
- Schedule more evening and weekend programs for children to accommodate school schedules and working parents
- Research additional lectures and workshops that will appeal to a wide audience of adults
- Host an annual Community Read program
- Focus on expanding diverse programming in order to include the entire community
- Conduct an annual survey to evaluate existing programs and gather patron suggestions for new ones

Objective 2: Continue to curate educational and entertaining collections for the library that promote literacy and cater to the diverse needs and interests of all Foxborough residents.

Activities:

- Read book reviews and articles to determine what materials should be added to the collection
- Encourage patron feedback and suggestions for purchase
- Keep abreast of the holds list to determine what is popular and where to fill any gaps in the collection
- Conduct an audit to measure the amount of diversity within the collection and ensure a wide variety of points of view, experience and representation are included in our collections

- Develop our collections by acquiring books in different world languages

Objective 3: Expand our digital media collections to offer more online resources, eBooks and audiobooks.

Activities:

- Allocate additional funds from the annual budget to purchase more eBooks and audiobooks that appeal to readers and reduce wait times on popular titles
- Identify alternative online resources that might be educational or enriching to residents and implement when applicable

Goal 2: Enhance the Patron Experience

The library is recognized as a welcoming, inclusive community anchor.

Objective 1: Foster an inclusive community center environment where information is easily accessible and everyone feels comfortable, safe and has a sense of belonging.

Activities:

- Continue to provide outstanding customer service and assist any patron as needed
- Make community resources and information available to everyone
- Re-configure space in the library to offer private work spaces
- Expand the Teen Librarian position to full time so that employee can be an available resource to teens five days a week
- Develop diverse collections and programs to encompass different lifestyles, cultures, and points of view
- Host an ESL conversation group

Objective 2: Create a Makerspace environment in which patrons can explore, discover new skills and connect with others.

Activities:

- Research what specific equipment and tools might be beneficial for the Library to purchase
- Survey the community for Makerspace item suggestions
- Identify a space within the library for a makerspace
- Secure funding for a Makerspace

Objective 3: Train and empower Library staff to be knowledgeable on the latest developments in library services and technology.

Activities:

- Hold staff trainings at regularly scheduled staff meetings
- Communicate any changes or updates to all staff pertaining to town and library procedures
- Organize an annual all staff professional development day
- Encourage staff to attend networking events and/or professional development workshops in order to acquire or improve their library skills
- Post training opportunities offered by SAILS, MLS, and other continuing education providers

Goal 3: Strengthen Community Connections and Develop New Partnerships

By increasing community connections and stakeholder support for the Boyden Library, we strengthen the Library's role in the community.

Objective 1: Provide library outreach in the community to raise awareness of library services and programs.

Activities:

- Schedule a variety of library programs off site to increase visibility in the community. Some examples might include programs at Patriot Place, a restaurant in town, at Payson Playground, etc.
- Set up a table at community events such as Founders Day, National Night Out, and the Farmer's Market to have a presence in town and reach non-library users
- Reach out to town and community organizations to partner on programs and services
- Partner with another organization to establish a 24/7 food pantry

Objective 2: Establish more communication and collaboration with teachers at Foxborough Public Schools and the Foxboro Charter School regarding assignment alerts and required reading.

Activities:

- Reach out to schools to regularly attend beginning of year events and end of year assemblies
- Contact teachers by email to request copies of assignments and projects in order to have reading materials or resources ready when students come in
- Distribute information about the Boyden Library to all schools to ensure teachers and students are aware of library resources

Objective 3: Increase public awareness of the Library's programs and services through additional marketing and promotion.

Activities:

- Highlight a service each month in the e-newsletter and on social media
- Work with Foxboro Cable Access to promote our programs and services more regularly
- Network with other area libraries to promote each other's programs
- Create and post videos online to educate the public on all that the library has to offer
- Increase our presence on social media
- Seek additional marketing methods to reach non-library users

PART VIII:
PLAN REVIEW AND REVISION

The Boyden Library staff are excited to implement our 5-year strategic plan, a roadmap that propels our library into a future brimming with possibilities. This plan reflects our commitment to enriching lives, fostering learning, and remaining an integral hub within our community.

The assessment of progress, gauged through the accomplishment of objectives and execution of activities, will be reviewed by both the Library Director and the Board of Library Trustees annually.

Our 5-year plan is not just a document; it's a testament to our unwavering commitment to the community and patron needs. With emerging trends and new technologies constantly evolving, we recognize that modifications may need to be made. Evaluating this plan may result in the inclusion, removal, or refinement of objectives and activities in response to new developments and trends.

An Action Plan will be drafted each year to keep this plan current and on target.

At the end of five years, a new plan based on this template, with new and updated goals and objectives will be developed and implemented.