

STRATEGIC PLAN 2022-2027



DUXBURY FREE LIBRARY

Duxbury, MA

ACKNOWLEDGEMENTS

We would like to thank the community members who participated in the survey and focus groups that helped us identify our goals and objectives.

We would also like to thank the entire library staff who brainstormed at the SWOC (Strengths, Weaknesses, Opportunities, and Challenges) meeting and gave us “pie in the sky” suggestions for future activities, services, and programs. The following staff members participated in the planning process and in the writing of this document:

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Larissa DuBois, Head of Reference and Youth Services Departments

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Lester Lloyd, Chair

Martha Dennison, Vice Chair

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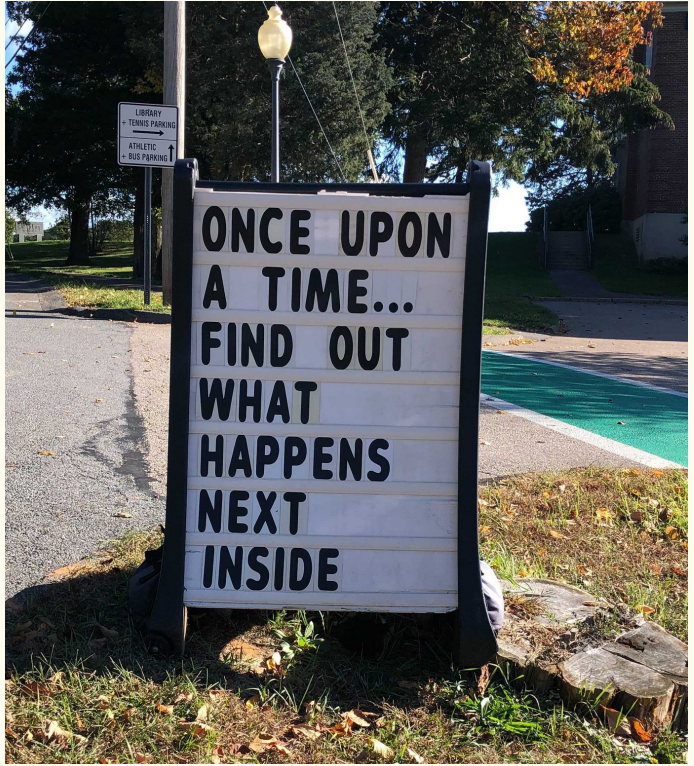
Dora Bustos

Fleur Pang

Hector Rodriguez

*Library Trustees would like to dedicate this
Strategic Plan to friend and colleague Lament Healy.*

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From THE LIBRARY DIRECTOR

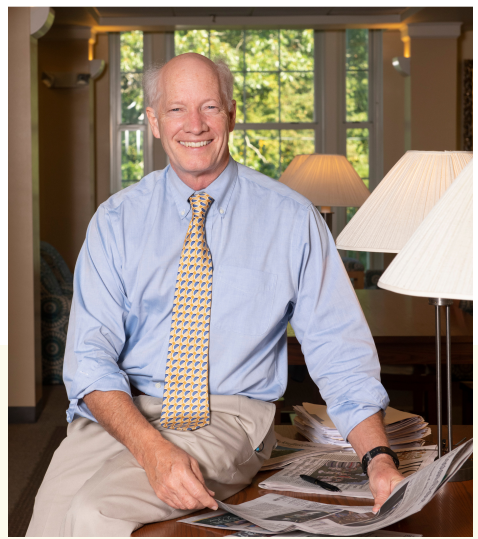
The Duxbury Free Library has served the public, adapting to changing needs in order to offer the best services, for over 120 years. As such, the Library is committed to strategic planning and to providing superior collections, services, and programs that address the needs and desires of the Duxbury community.

This Strategic Plan provides a clear guide for myself and the staff, Library Trustees, and all associated groups including the Friends of the Library, to focus our attention and efforts on the goals emphasized for the years 2022-2027. It provides clear direction for budget development and program and service planning. It meets the requirement of the Massachusetts Board of Library Commissioners to maintain a current plan that addresses community needs, and it allows library administration to effectively focus available resources to meet those needs.

Within this brochure you will find our Mission, Vision, and Value Statements. These statements were written using the comments and suggestions we gathered through focus groups, one-on-one conversations, staff meetings, and a comprehensive, town-wide survey. They are the foundation on which this plan is built and directly reflect the priorities that you, as a resident of Duxbury, expressed. The goals and objectives contained within this plan illustrate the practical application of these statements. They show you what you can look forward to in the next five years: enhanced programming, more meaningful outreach and involvement in the community, and a broader reach for our marketing.

Denise Garvin, Library Director

From
THE
LIBRARY
TRUSTEES



Bringing our new Strategic Plan before you is an inspiring moment. With the encouragement of the Select Board and the Finance Committee, the Library enhanced our usual five-year strategic planning process by seeking input from a wider range of Duxbury residents and community leaders. We sought to learn and reimagine how we can meet Duxbury's needs for the future and surpass our residents' high expectations for our library.

Our world is changing at a rapid pace, and we are ready to meet the challenge. Through your community input, we heard that your priorities for the library include better communication, expanded programming, and additional services for all ages.

Our focus over the next five years will include more emphasis on Diversity, Equity, and Inclusion, better publicizing of our offerings, staying abreast of advances in technology, and celebrating our beach and other natural resources in town.

Our library staff and Trustees wrote this plan to address current challenges and take advantage of future opportunities. We believe this plan will help us engage our residents in fulfilling individual endeavors and achieving community cohesion. We are indeed fortunate to be part of the Duxbury Free Library, where everyone is welcome.

Lester Lloyd, Trustees Chair

Library HISTORY

Since it opened in 1890, the Duxbury Free Library has been a place where people of all ages have been able to pursue research, remain informed, and find popular materials in many formats. The library sits in an attractive campus setting in close proximity to the Duxbury Art Association, the South Shore Conservatory, the Duxbury Rural and Historical Society, and three of the town's four public schools.

The library has been housed in three buildings throughout its history, the first a house refurbished and furnished as a library. The second, a brick neo-classical structure, was constructed near the Duxbury schools in the early 1900's; an addition in 1968 met the needs of a suddenly growing population.



*Library building 1890-1909
House on Georgianna Wright's St.
George Street estate.*

Photo courtesy of Duxbury Rural & Historical Society.

In November 1997, the library tripled its space in a handsome old school building in the same campus setting, completely rebuilt into an open and airy new facility. In this current location, a commanding position on a hill overlooking the campus, the library's importance and role in fulfilling the needs of the community is emphasized.

Since 1984, the library has been a member of the Old Colony Library Network. This automated resource-sharing network of 28 South Shore libraries, including two academic libraries, provides bibliographic access to these collections, and an efficient delivery system. For patrons with needs outside the scope of our collection or the collections of network libraries, interlibrary loan (ILL) service through cooperative agreements with the state library system is available free of charge.



*Library building 1909-1997
Wright Memorial Building on St.
George Street, named in honor of
Georgianna Wright's deceased
husband and son.*

Photo courtesy of Duxbury Rural & Historical Society.

Our Strategic PLAN

Strategic planning is used to set priorities, focus energy and resources, strengthen operations, ensure that employees are working toward common goals, and assess and adjust the organization's direction in response to a changing environment. Simply put, it guides our vision for the future. Writing our 2022-2027 Strategic Plan was a disciplined effort that pulled together input from library staff, Library Trustees, stakeholders, and residents.

In order to establish the framework and direction the plan would take, Library Trustees created a comprehensive survey and distributed it throughout the Duxbury community. Residents were asked to rate current library services and make suggestions for improvement.

Town administrators and committee members, as well as survey participants who expressed an interest in being involved with library planning, were invited to attend any of six focus groups. These focus groups identified areas of strengths and areas for improvement. After analyzing feedback from these focus groups, the planning team was able to categorize suggestions into five themes: Library as Commons, Cultural Awareness, Lifelong Learning, Prioritizing Fun, and Operational Focus.

Staff input came from a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) exercise to identify internal operational aspirations and recommendations for services and programs. All staff were given the opportunity to review the formalized goals and suggest actionable ways to help advance our services over the next five years.



Mission STATEMENT

The Duxbury Free Library serves as an inclusive learning environment and community space for all to explore, learn, create, connect, enjoy, and expand horizons. We champion reading and informational literacy by offering free physical and digital materials, technology, and cultural programming.

Vision STATEMENT

As a cornerstone for our community's social and cultural well-being, the Duxbury Free Library affirms our commitment to the foundational values of our profession, including diversity, inclusion, equity, access to information, free expression, privacy, and social justice. We are well-placed to transform lives through knowledge, information, and the promotion of civil discourse and digital citizenship.





Values STATEMENT

The Duxbury Free Library provides equitable access to credible sources of news, data, and knowledge and the expertise and resources to facilitate and promote the critical assessment of information.

We welcome all members of our community and provide service and access to everyone independent of race, sexual orientation, gender identity, religion, disability, age, national or ethnic origin, or citizenship status.

We uphold freedom of speech and the open exchange of ideas and opinions — but do not tolerate hate speech or actions that threaten the safety or dignity of any member of our community. In alignment with these values, we publicly oppose discrimination and oppression.



LIBRARY AS COMMONS

Everyone deserves a safe and welcoming place.

Space Planning

Evaluating the space we have and re-imagining how it is used in order to create a more welcoming experience.

Promote Civil Discourse

We recognize the diversity of lived experiences and opinions in our community and believe we can express our differences in a respectful manner.

Technology

All patrons will have equal access to current technology.

Digital Engagement

We will provide patrons with efficient online access points for library services and information.

After-School Interest

With our presence on the school campus, students are a major demographic with need for tailored library services.

Civic Engagement

We will reduce barriers to participating in and understanding local government.

We are committed to making the library a welcoming space to all patrons. You want more study rooms, more quiet spaces, and more places for groups to interact. We will work with parents to support and encourage the transition to independent fourth grader visits. You want us to offer more after-school activities. You also want us to be a gathering place, not just for library events, but for other organizations in town.

How could we meet these objectives?

- **Conduct a comprehensive review of our interior and exterior spaces.**
- **Provide both planned and pop-up activities in the afternoons for students coming to the library after school.**
- **Transform the lower level Resource Room into a user-friendly space.**
- **Keep the library's digital branch current, relevant, and user-friendly.**
- **Explore the feasibility of installing charging stations throughout the building.**
- **Hold after-school book clubs for middle school students.**
- **Provide information and resources for civic involvement.**
- **Make use of QR codes for tours and information.**
- **Schedule regular coffee klatch events for patrons with the Trustees and library staff.**
- **Create opportunities to engage with local elected officials.**
- **Add more comfortable seating to the children's room.**
- **Set up kiosk displays for trying non-traditional library materials.**
- **Offer hybrid meeting equipment to library users.**
- **Hold a class for 3rd graders each spring to get them ready to visit the library on their own as 4th graders.**
- **Expand our role as a source of information and connections for community and social services.**



CULTURAL AWARENESS

*The needs of the community are changing;
we are putting you first.*

Diverse Collections

The library is committed to maintaining a collection of materials that introduces and reflects a full spectrum of lived experiences.

Community Partnerships

The library will cultivate new connections with local organizations and will continue to nurture existing relationships.

Social Justice

The library is committed to advancing diversity, equality, anti-racism, and inclusion to benefit all patrons.

Cultural Enrichment

The library will offer windows to other cultures through programs and facilitated discussions.

The library will offer broad collections, programs, and opportunities for discussions. You asked us to lead the charge in social justice issues, and to define our role in the community. You want us to engage with other town organizations and to prevent program redundancy by being the hub of cultural events.

How could we meet these objectives?

- **Conduct diversity audits on all collections and allocate a portion of the materials budget to purchasing diverse materials.**
- **Participate in community clothing and food drives.**
- **Develop programs that celebrate cultural diversity and have broad appeal.**
- **Collaborate with the Senior Center to facilitate multi-generational relationships.**
- **Partner with other libraries who already offer language conversation programs.**
- **Participate in community cleanups.**
- **Add a Disability Statement to our website.**
- **Have a presence at school functions.**
- **Add American Sign Language (ASL) to storytimes and other programs.**
- **Establish mutually beneficial relationships with local business owners and non-profit organizations.**
- **Create asset mapping to help identify community strengths and resources.**
- **Promote education and awareness of Land Acknowledgement Statements for both staff and patrons.**
- **Hold programs that teach the basics of different cultures and religions.**
- **Offer foreign language conversation groups.**



LIFELONG LEARNING

We are here to enrich your life.

Media Literacy

We will provide resources for people looking to navigate a shifting information landscape.

Digital Media Lab

The library will offer equipment and training for media conversion and digital content creation.

Homebound Service

The library will expand homebound delivery of library materials to residents unable to come to the library.

Teen Programming

The Young Adult Librarian will engage teens with programs and events designed to entertain and expand their thinking.

Support School Curricula

We will create a pathway with school faculty to support academic goals.

Technology Life Skills

We will provide support and instruction on current and emerging technology.

The library will provide varied programs, events, and opportunities for learning and personal growth for people of all ages. You want to understand your surroundings with ongoing education about the town and local history.

How could we meet these objectives?

- Create opportunities to expose students to real-life career experiences, including all professions and trades.
- Promote materials and resources to support the school spring science fair.
- Create tutorials for Libby, hoopla, Overdrive, and other online services.
- Hold book sampling events at the schools.
- Explore partnerships with National Honor Society students.
- Create opportunities for patrons to try out new devices.
- Explore the feasibility of offering after-school homework help.
- Increase awareness of digital magazines and newspapers.
- Offer misinformation education and awareness presentations.
- Hold cooking demonstrations and classes.
- Send a letter to teachers at the beginning of the school year letting them know what we can do for them.
- Explore how to increase the availability of delivery to the homebound.
- Create STEAM book bundles for students.
- Create video content for social media.
- Schedule more evening and weekend programs.
- Create anime club for tweens.
- Purchase updated media conversion equipment.



PRIORITIZING FUN

We are more than books; we are here to spark your creativity and imagination.

Special Collections

We will evaluate our stewardship of special interest collections and explore potential expansion.

Content Creation

Materials, equipment, and resources will be available for individuals to pursue personal creative endeavors.

Book Clubs

Library staff will host a variety of regularly scheduled book clubs for community members of all ages.

Interactive Programming

Our programming will expand to include more dynamic, participatory events.

Live Music Events

Live music events will be featured regularly in the programming schedule.

Family Events

The library will host regular programs and events designed for families.

Library staff will provide opportunities for residents to stimulate their imaginations through creative outlets. You want more programs for school-aged children and opportunities for adults to learn, create, and be entertained. You want family activities, interactive activities, and more writing workshops and opportunities.

How could we meet these objectives?

- Organize trivia and paint nights at local establishments.
- Have live music in the Reading Garden.
- Hold a NaNoWriMo (National Novel Writing Month) programming campaign for kids, teens, and adults.
- Schedule simultaneous activities for parents and children.
- Develop a family history research resource.
- Explore the feasibility of offering iPads and Kindles for checkout.
- Hold wellness and meditation programs.
- Schedule regular opportunities for patrons to share their favorite books.
- Establish interest and hobby groups.
- Schedule programs at the beach.
- Hold job fairs for teens and adults.
- Add more staff-run book clubs, including evening meetings.
- Offer programs about Duxbury's natural resources.
- Launch Summer Reading with an annual Family Fun Day.
- Highlight History Room materials and make connections with area historians.
- Develop and offer programs on how to podcast, how to blog, how to write and publish a short story, how to write and publish a poem.
- Create a Life Beyond School series with local tradespeople, business people, and teachers.
- Explore the feasibility of holding Virtual Reality (VR) Tournaments.



OPERATIONAL FOCUS

You trust us to continually advance our services.

Property Inventories

Library management will create and maintain inventories of art, furniture, and collections.

Collection Accessibility

By evaluating the user experience, library staff will adapt how we organize and display materials.

Beyond Town Borders

In order to bring value to the Duxbury community, we will maintain our place as a destination library for the region.

Technology Infrastructure

In collaboration with the town's IT department, we will maintain and improve existing technology systems for both patrons and staff.

Marketing Effort

We will increase public awareness about library services, opportunities, and programs.

We want to give you the most value for your tax dollars and are challenging ourselves to constantly analyze our internal and external services.

How could we meet these objectives?

- Analyze usage of existing collections.
- Explore the feasibility of installing electric car charging stations.
- Perform a building-wide cleanup.
- Conduct a building-wide signage audit, inside and outside, and redesign signs as needed for maximum information efficacy and cohesive branding.
- Make phone messages more user-friendly.
- Explore options for more convenient materials returns, i.e. a drive-up book drop.
- Investigate more user-friendly arrangements of our collections.
- Set up and train patrons and staff on self-checkout system MeeScan.
- Explore the feasibility of creating a short video that introduces the library and explains its different functionalities.





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Page 5: Jessica Phillips

Page 6: Duxbury Free Library staff

Page 14: Elizabeth Nollner

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