

Hopkinton Public Library
Long Range Plan
FY2009 – FY2013

The Hopkinton Public Library Long Range Plan
approved and adopted
by
the Library Board of Trustees
August 25, 2008

**Hopkinton Public Library
Long Range Plan FY2009 – FY2013**

The final Document is in two parts:

Part I – Long Range Plan

Part II – Appendices

The Appendices includes planning documents and summary of other information used during the planning process.

Table of Contents

Part I – Long Range Plan

	PAGE
Introduction.....	1
Planning Committee Members, Trustees and Staff.....	2
Community Demographics.....	3
Community Vision and Analysis.....	4
Community Needs.....	5
Community Needs for the Library to Address.....	6
Library Scan and Analysis.....	8
Library Service Responses.....	9
Library Values and Mission	10
Goals, Objectives, and Action Plans.....	11

Part II - Appendices

Appendix A: Hopkinton Community Information.....	18
Appendix B: Community SWOT Analysis.....	20
Appendix C: Library SWOT Analysis.....	22
Appendix D: Library Data.....	28
Appendix E: Community Survey.....	29

Part 1: Long Range Plan 2009 - 2013

Introduction

The Library's first Long Range Plan FY 2004 – 2008 was developed in December 2002. In December 2007, the Library Board of Trustees recruited Marjorie Judd to facilitate the meetings necessary for this Long Range Plan.

A Building Program for a new library was also being developed simultaneously. Community input was collected and used for both the Long Range Plan and the Building Program. The process for the Long Range Plan is taken from the ALA publication, *Strategic Planning for Results* by Sandra Nelson. There are eighteen service responses outlined in *Strategic Planning for Results*. The Planning Committee used those as guidelines in selecting service priorities.

The Planning Committee met on March 31st to respond to Community Needs with prioritized Service Responses. The Library Staff met on April 7th to decide which Service Responses could best be provided by the Library.

The Director and the Staff then wrote the Goals, Objectives, Action Plan, Mission Statements and Values.

Committee members, Trustees and the Staff

Hopkinton Library administration invited a diverse group of residents to serve on the Long Range Planning Committee. Each member was selected to represent various interest groups in Hopkinton.

Long Range Planning Committee

John Carroll
Deb Ervin
Rownak Hussain
Elizabeth Spar
Susan Spiegel

Christine Clifford
Nancy Baker Fowler
Patty Hood
Maya Raza

Trustees of the Hopkinton Public Library

Linda Kimball, Chair
Diane Kelley, Secretary
Sarah Duckett, Treasurer
John Carroll
Leonard Holden
Doris Kumlin
John Palitsch

Staff of the Hopkinton Public Library

Rownak P. Hussain (Director), Rebecca McCaffery (Adult Services Librarian), Denise Kofron (Youth Services Librarian), Toni Alexander, Linda Connelly, Nia Gallagher, Jackie Lavoie, Joyce Lee, Connie O’Laughlin and Jane Seaholm.

Community Demographics

Located in one of the fastest growing areas of the Commonwealth, Hopkinton's population has grown dramatically in the past 17 years. In 1990, the population of Hopkinton was 9,191. At the time of the 2000 Federal Census, Hopkinton's population was 13,346. The 2007 population, according to the Town Clerk, is 14,743, showing a growth over 17 years of 60.4%. The growth from 2000 to 2007 shows an increase of 10.4%. Town population as of May 1st, 2008 is 14, 980.

Population in 2008 is divided by the following age group:

Age group	Population
-----------	------------

Less 5	763
5 - 14	2, 777
15 - 25	2, 357
26 - 45	3, 586
46 - 65	4, 406
Over 65	1, 016

“Hopkinton generally has a well-educated, highly paid labor force. More than 58% of Hopkinton's over-25 population holds a college, professional or graduate degree, a statistic that places Hopkinton far ahead of the state as a whole (34%). Its residents tend to be employed as managers and professionals in research and development, science and technology, health and human services, and education. Hopkinton also surpasses the state for residents employed at home (5.1%) or as self-employed business owners (7.9%). Moreover, the Town's unemployment rate typically runs below that of the state or Middlesex County. Except for self-employed people with a local business, most Hopkinton residents work in Boston or elsewhere in Middlesex County.

The industries that dominate Hopkinton's employment base – goods-producing industries and wholesale trade – differ from the industries that employ most Hopkinton residents and this may contribute to the relatively small percentage of the labor force that works locally.” (*Town of Hopkinton Master Plan 2007*, Hopkinton Planning Board, Hopkinton Master Plan Committee, Jan. 22, 2007, p. 39,40.)

The Metropolitan Area Planning Council (MAPC) projects that in 2030, the population of Hopkinton will be 15,602, or a 16.9% increase. However, this projection does not take into account the development of “Legacy Farms”. The 940 units of mixed residential

housing will generate a significant population increase. (See **Appendix A** for detail community data and information)

Community Vision and Analysis

The March 26th meeting provided an opportunity for the stakeholders/committee leaders to identify their ‘ideal’ community ten years from now.

The meeting divided into two groups to brainstorm “Vision Statements” for the Community. The group pictured the ideal Hopkinton ten years from now. What benefits do people receive because they live in Hopkinton and why do they value those benefits? (See **Appendix B** for *community SWOT analysis*)

Community Vision Statements

<i>Target Audience</i>	<i>Benefits and Results</i>
Children	<p>Will participate in recreational activities to learn teamwork.</p> <p>Will receive fully staffed public safety personnel so that Hopkinton will be a safe, fun, interactive place to be.</p> <p>Will receive the education they need to obtain high levels of literacy and embrace learning so that they are able to participate in activities like book clubs.</p>
Young Adults (Teenagers)	<p>Will participate in teen-run activities to learn responsibility and develop more interests.</p>
Adults	<p>Will have lower taxes, which will result in more businesses and stores, creating a more prosperous community for its citizens.</p> <p>Updated Information Technology will result in better access to information, knowledge, better communication within Town and between towns.</p>
Seniors	<p>A modernized and more accessible downtown area will be easier to use so that Seniors will not be so isolated and can interact with multi-generations.</p>

	Affordable housing will keep Hopkinton more diversified – seniors, young people, moderate income people.
Families	A more diverse Hopkinton will result in better appreciation for the world for children, teens, others in the family.
Artists	Venues to display arts/crafts will make it possible to share skills with the public and lead to a wider appreciation of art, and will attract more interest from out-of-town art lovers.
Town Government and Organizations	More meeting space will result in more participation by citizens of all ages.
All Hopkinton Citizens	Legacy Farms development will result in more housing, retail, infrastructure, open space, quiet places, recreational spaces, space for municipal purposes.

Community Needs

Stakeholder/community leaders discussed what Hopkinton needs to go from “where we are now” to the vision statements mentioned above.

Determining Community Needs:

1. Funding for Information Technology.
2. Grant Writers – Art/Culture/Downtown/Low Income/Handicapped Access
3. Business/Community partnerships to supply computers, etc. to schools.
4. Attract businesses to Hopkinton. (TIFs)
5. Wastewater Treatment Facility – to attract business.
6. Space to display/share art and cultural activities.
7. Space for public gatherings – a Community Room.
8. Funding for recreation, for children’s activities, for Young Adults.
9. Downtown revitalization – streetscapes, access for all. Trees!
10. Capitalize on the Marathon/Sister City relationship. (Marathon, Greece is sister city.)
11. More parking for the Library.
12. Better use of volunteer pool. Use HUG (Help Us Govern)
13. Make sure Legacy Farms generates positive revenue for the Town. Have ten-year benchmarks, phasing. There must be negotiations, discussions, reviews, zoning.

On March 31st, 2008 the Long Range Planning Committee met to review Community Needs and consider which Needs could be addressed by the Library. Library Service Responses were then prioritized.

Community Needs for the Library to Address

Prioritized Service Responses

1. ***Visit a Comfortable Place: Physical and Virtual Spaces:*** Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking. **(11 votes)**
2. ***Create Young Readers: Early Literacy:*** Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen. **(9 votes)**
3. ***Satisfy Curiosity: Lifelong Learning:*** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives. **(8 votes)**

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure: Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options. **(7 votes)**

These two Service Responses were combined, since they have to do with fiction and non-fiction materials.

4. ***Get Facts Fast: Ready Reference:*** Residents will have someone to answer their questions on a wide array of topics of personal interest. **(8 votes)**

Connect to the Online World: Public Internet Access: Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet. **(7 votes)**

Understand How to Find Evaluate, and Use Information: Information Fluency (4 votes). Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

Make Career Choices: Job skills and resources they need to identify career opportunities that suit their individual strengths and interests. **(2 votes)**

These four Service Responses were linked because they all refer to the provision, gathering and use of information.

5. ***Be an Informed Citizen: Local, National, and World Affairs:*** Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision making. ***(5 votes)***

Know Your Community: Community Resources and Services: Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations ***(5 votes)***

Celebrate Diversity: Cultural Awareness: Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community. ***(5 votes)***

These three Service Responses were linked because they are all concerned with how to make democracy work in this time and place.

Library Scan and Analysis

The Hopkinton Public Library is an association library. “It was incorporated under general law, May 26, 1890, as the Hopkinton Public Library, the purpose of the corporation being to maintain a public library with reading rooms connected therewith in the town of Hopkinton.”¹

The Library Building is owned and maintained by the Library Trustees. Library operations costs, including staff and materials, are funded in large part by the municipality. There is a seven member, self-perpetuating Board of Trustees.

The facility is conveniently located at 13 Main Street in downtown Hopkinton. Built in 1895, the library was last renovated in 1967. Since then a new circulation desk has been installed, the public bathroom has been renovated completely, the Children’s room has been painted and new carpeting has been installed, new technology tables have been added in the reference area for public access computers and a new seating area has been created with soft seating.

The Library has been a full circulating member of the CW/MARS since 2003. The Library website has been reconstructed for better navigation. An on-line museum pass reservation has been implemented. Patrons are notified about their interlibrary loan status via e-mail. Since 2005, a wide variety of children, young adult and family oriented programs are being offered. The Library also offers wireless connection.

Library Service Responses

The Library Staff met on April 7th, 2008 to decide which Service Responses can best be provided by the Library. The responses were prioritized by the Staff. (See **Appendix C** for *Library staff SWOT analysis*)

Physical and Virtual Spaces

The Library fulfills its role as a community gathering place where people can discover new knowledge, socialize and assemble, through the provision of a safe and comfortable environment accessible to all.

Young Readers

The Library creates an environment that demonstrates its special commitment to the lifelong literacy needs of its juvenile and young adult patrons through the implementation of programs and building a collection that engages, instructs and excites.

Lifelong Learning

The Library will provide a variety of resources that satisfy the natural curiosity of learning, stimulate imagination, increase knowledge and that are pleasurable for reading, learning, viewing and listening thereby fostering personal growth and lifelong learning.

Information Resource

The Library will be a general resource to acquire information, to respond to inquiries and to provide access to relevant materials in multiple formats and provide training and instruction in developing skills to locate, evaluate and utilize information effectively.

Informed Citizenry

The Library will provide resources and technology which reflect and fulfill patron's interest in popular culture, recreational experiences, social trends; and local and global information by building a balanced collection and hosting multi-cultural programs.

Library Values identified by the staff

- Instill and foster a love of reading.
- Provide access to information to enhance quality of life.
- Provide excellent courteous and friendly customer service.
- Provide a safe and supportive environment.
- Provide the best service we can with the resources we have.

Library Mission Statement

The Hopkinton Public Library strives to be a comfortable, welcoming central place for the community which is accessible to all. The Library will provide access to a variety of materials, services and programs to enhance educational, cultural, social, and intellectual endeavors and to extend personal growth and development.

Goals and Objectives

Physical and Virtual Space

Note: The Long Range Planning Committee envisioned the Library to be a central place for the community. This central place will provide an environment, atmosphere and physical space for the community to meet and interact with each other. The library also needs spaces for programs, events and meeting rooms to be used by community groups. The Hopkinton Public Library has numerous space deficiencies that make it difficult to offer all of the programs it would like; in addition, it lacks accessible, hands-on children's activity spaces, an inviting young adult space, and quiet study areas.

GOAL 1: *The Library will be a safe, accessible and comfortable community place for all.*

OBJECTIVE 1.1: By the end of FY 2010, the Board of Trustees and Building Committee will have a plan for a new Library.

Action plan:

- Building program is completed by early summer of 2008.
- Building program is approved by the Library Board of Trustees by the summer of 2008.
- The Building Committee should meet the requirements for a Library construction grant application process throughout the planning for funding.
- The Building Committee should be prepared to apply for the construction grant as it is expected to become available in 2010.

OBJECTIVE 1.2: Residents of Hopkinton will be made aware by the end of 2009 that a building program has been developed and approved by the Library Board of Trustees.

Action plan:

- The Building Committee will inform the community about the building program through newspaper articles, interviews with the HCAM TV and the Selectman's meeting, etc.
- The Library Board of Trustees will participate in a marketing campaign for the building program to gain support of the community.
- The survey results (conducted in February 2008 identifying the user needs) will be presented to the town government to make them aware that their active participation toward building a new Library is necessary and required by the Massachusetts Board of Library Commissioners (for a state construction grant)
- The Building Program should be publicized. It should be available via the Library website. A hard copy should also be available at the Library.

OBJECTIVE: 1.3: A plan to hire an architect should be developed by the end of 2009.

Action plan:

- Funding sources should be identified and evaluated by the Building Committee.
- The Capital Improvement Committee should be consulted for availability of funds for an architect.

OBJECTIVE 1.4: The Building Committee should follow the Massachusetts Designer Selection Process to hire an architect.

Action plan:

- Committee members should become familiar with the process by reading the “Designing and Constructing Public Facilities” by the Commonwealth of Massachusetts office of the Inspector General, 6th edition, Fall 2005.
- Learn from others by contacting those who that had gone through this process to avoid mistakes and delays.

OBJECTIVE 1.5 The Community will be aware of the urgent need for additional space/new facility by the end of 2009.

Action plan:

- The need for community participation and support should be established by the Fundraising Committee through activities, events, programs such as an “open house” in the Library.
- Community leaders and residents should be invited to the open house for discussion of a fundraising campaign and plans.
- Local businesses and private organizations should be contacted and made aware of the need of a new library and necessary funds.

OBJECTIVE: 1.6 The Fundraising Committee will establish steps by early 2009 to raise funds.

- There should be a forum for the residents for the purpose of exchanging ideas.

Young Readers

GOAL 2. All Hopkinton children and young adults will have access to materials to support and sustain lifelong literacy.

OBJECTIVE 2.1 The Library will reorganize the Children’s Room and YA areas by FY2011.

Action Plan

- Provide children and teens with an inviting and user friendly environment offering current fiction and non-fiction materials.
- Creatively make the most efficient use of the space available in both the children’s room and YA area. Organize and display materials to optimize the greatest possible use.

OBJECTIVE: 2.2 The Library will provide Story Time programming to pre-school patrons and continue to develop more school-age book groups and programs to promote reading and literacy and increase circulation by 10% by the end of 2010.

Action Plan

- Continue book groups for 4th/5th grade and implement a middle school component in Fall of 2008.
- Evaluate story time schedule for preschoolers to reach the largest number of children. Poll parents in house and on website.
- Continue successful in-house programming, (i.e. drop in crafts, themed month in January, summer reading program) along with performers.
- Continue promoting Summer Reading Program for Children and YA on an annual basis.
- Establish school visits by 2009 to promote library summer programs.

OBJECTIVE: 2.3 The Library will provide an up- to-date collection that supports leisure reading and listening as well as the school curriculum by 2013.

Action Plan

- Continue to build the fiction collection with current titles, titles on school reading lists, and keep series up to date.
- Continue to weed and update non-fiction collection paying special attention to areas that support school projects and assignments, including continually updating the biography collection.
- Weed and update the present Parenting Collection FY 2008-09.
- Coordinate with the adult collection to keep parenting titles current and available.
- Increase portion of the budget to support purchase of more books on CD, music CDs, books/with CD starting in F2009
- Evaluate circulation of periodicals; display current titles more prominently.

OBJECTIVE: 2.4 The Library will continue in efforts to communicate with Hopkinton citizenry and publicize all Library offerings through all media by 2010.

Action Plan

- Liaison with Mom's Club to publicize events via their network by F2009.
- Implement Teen Advisory Board with regular meetings by FY 2010.
- Schedule more programming for teens by F2010.
- Develop programs for Early Release Days; create calendar to coincide with school calendar in 2009.
- Continue Kindergarten Field Trips and Library Card Program.
- Establish relationship with schools to publicize programs.
- Promote school reading requirements.

OBJECTIVE 2.5 Use the Library website to promote library services – on-going.

Action Plan

- Promote website to patrons as a regular means of acquiring information as to what is happening at the library.
- Increase information about new acquisitions starting in 2009.
- Strive to utilize the site in new ways; (i.e. blogs and “Reads in Massachusetts) by 2010.
- Improve distribution of program flyers and posters.
- Utilize local newspapers and HCAM.

Lifelong Learning

GOAL 3: All patrons will have access to a variety of resources for information, knowledge and self-directed personal growth.

OBJECTIVE: 3.1 Attendance, circulation, website hits and the number of card holders will increase by 10% by 2012.

Action Plan:

- Promote library services and resources through advertising.
- Use ISVA TV service aggressively for promotion of all services.
- Plan and implement One Book/One Community program by 2010.
- Promote the library website to make people aware of services.

OBJECTIVE 3.2 A new facility in progress/built to increase shelving for collection.

Action plan:

- Increase collection by 10% offering a wide variety of print, electronic and audio materials.
- Gradual conversion of the entertainment VHS to DVDs.
- Gradual conversion of audio tapes to CDs.
- Update “worn” classics with current versions.
- Assess current collection for diversity when weeding.
- Purchase a wide variety of materials in general.

OBJECTIVE 3.3 Library patrons will be offered twice as many programs by 2013.

Action Plan:

- Add an Adult Services Librarian.
- Create a special calendar of programs for distribution (hard copy).
- Offer book club discussions, author presentations and special talent shows if space is available.
- Identify, evaluate and offer multicultural programs.
- Celebrate various holidays with library programs.

OBJECTIVE 3. 4 Provide a user friendly environment to increase usage of the library by 2013.

Action Plan:

- Create better signage for all parts of the library.
- Provide easy, simple instructions on how to use the catalog.
- Create welcome package for new patrons.

Information Resource

GOAL 4. Patrons will have access to a variety of resources – print and non-print - for information. They will also have support from the library to locate, evaluate and utilize information effectively.

OBJECTIVE 4.1 - Patrons will have increased their electronic information self-sufficiency by 10% by the end of 2010.

Action Plan:

- Develop instruction programs and schedule instructional classes to foster skill development.
- Install MS Office tools on all public computers to broaden the appeal of learning new skills.
- Establish the Library as a center for computer instruction.

OBJECTIVE 4.2 - All reference inquiries will be met either in-house or by referral to the appropriate source. On-going.

Action Plan:

- Increase staff in order to provide reference coverage during all hours of operation.
- Continue to weed, update and build hard copy reference collection.
- Reliable websites will be researched, organized and saved with greater aggressiveness for future use.
- Evaluate and subscribe to new databases to meet users' needs.

OBJECTIVE 4.3 - The Library will increase its job search resources by 20% to better assist patrons.

Action Plan:

1. Increase collection for career development and job search resources.
2. Implement resume/interview workshops.
4. Advertise collection and resources in the newspapers, on the Library website and on community television.

Informed Citizenry

GOAL 5. Library patrons will have access to local and global information and resources through a variety of media types and multi-cultural programs.

OBJECTIVE 5.1: Patrons awareness of the resources available in the library will increase by 10% by 2013.

Action Plan

- Research and assess the needs of specific groups of library patrons.
- Conduct a survey to get patron feedback on what kind of programs they would like to see.
- Identify and evaluate multicultural programs and invite speakers and authors.
- Implement user feedback on programs by having evaluation form available after the program for patrons to complete.

OBJECTIVE 5.2: Patron will be able to learn more about the local community by 2013.

Action Plan

- Establish contacts with organizations and host at least 2 meetings to plan collaborative programs
- Gather and display informative literature, including census results about the town and the community
- Host lectures by the town officials (Police and Fire etc.)
- Institute a “Hopkinton by Foot” program series; visit historical sites, etc.

OBJECTIVE 5.3: The development of collections will reflect local, national and international interests of patrons.

Action Plan

- Improve book selection reflecting world cultures, events and history.
- Create displays targeting international festivals.
- Build self-help collection of DVDs, CDs, books and journals.
- Collect patron recommendations for books, media and other materials.
- Increase resources on various languages.

OBJECTIVE 5.4 Library will foster community participations to discuss, exchange, share and learn about local, national and international topics.

Action Plan:

- Establish current events discussion groups.
- Host informational and academic lectures on current events of the 21st century.
- Design and display tables with materials and information on international festivals and events.

**Hopkinton Public Library
Long Range Plan FY2009 – FY2013**

Part II - Appendices

Appendix A: Hopkinton Community Information.....	18
Appendix B: Community SWOT Analysis.....	20
Appendix C: Library SWOT Analysis.....	22
Appendix D: Library Data.....	28
Appendix E: Community Survey.....	29

Appendix A
HOPKINTON COMMUNITY INFORMATION

Hopkinton population in 1990 was 9,191. According to the 2000 Census, the population grew to 13, 346 and by 2007 it reached to 14,743. Town population as of May 1st, 2008 is 14,980.

Population in 2008 is divided by the following age group:

Age group	Population	%
Less 5	763	5
5 - 14	2, 777	19
15 - 25	2, 357	16
26 - 45	3, 586	24
46 - 65	4, 406	36
Over 65	1, 016	7

Demographics statistics from the 2000 Federal Census:

Households 4,444
Household size 2.97 persons per household
Median age 36.2

Age

Over 65 years 917 6.9%
20 – 64 7,842 57.7%
15 – 19 716 6.4%
10 -14 1,156 8.7%
5 – 9 1,391 10.4%
Under 5 1,323 9.9%

School Population 2007-2008 (<http://profiles.doe.mass.edu>)

Preschool 52
Kindergarten 233
Grades 1-5 1,321
Grades 6-8 832
Grades 9-12 977
Total 3,423

There are relationships with ACCEPT, MetroWest Education Collaborative, Massachusetts Academy for Mathematics and Science, and South Middlesex Regional Vocational Technical High School.

School Buildings

- Center School
- Elmwood School
- Hopkins School
- Hopkinton Middle School
- Hopkinton High School

“Earlier enrollment forecasts suggested that Hopkinton’s public schools could face a shortage of 12-29 classrooms in the next 10 years, depending on the amount of new residential growth that occurs.” (*Town of Hopkinton Master Plan 2007*, *ibid.*, p. 49.) Because of Legacy Farms, this forecast will probably fall short of the actual residential growth that will occur.

Fiscal Information (Massachusetts Department of Revenue)

Tax Rate (FY08)	\$14.15
EQV per Capita (2006)	\$223,289
Average Tax Bill(FY08)	\$7,338
Total Revenue (FY08)	\$61,720,555

Town Governance

Town government is operated by Open Town Meeting with five elected Selectmen. There is a Town Manager, Executive Assistant, Treasurer, Town Clerk. The Police Force consists of 20 officers and a Chief. There are 34 Firefighters and Call Firefighters and a Chief.

During the last eight years, a Senior Center, new schools, fire and police stations were built. Legacy Farms, a master planned community of 700 acres, will impact any future plans undertaken by Hopkinton.

Appendix B
COMMUNITY SWOT ANALYSIS

Community leader's *SWOT Analysis. (Strengths, Weaknesses, Opportunities, Threats)*

<i>Community Strengths</i>	<i>Community Weaknesses</i>
Good schools Wonderful volunteers Good neighborhoods Family oriented Diverse churches Multiple news sources School/Town sports Highly educated population Marathon starts here New Senior Center High income per capita Two post offices Cultural Arts Alliance ESL Community Organizations Natural resources (State Park) Trying to keep up with IT Legacy Farms	Not very diverse Insufficient commercial base Losing staff and funding for schools Lack of economic diversity Lack of unity No Teen Center High taxes Not enough restaurants Lack of playing fields User fees in place for all sports Mismanagement of land Overdevelopment No funding for IT Population is more demanding Small library Lack of sidewalks Area of Town too big. No downtown parking Lack of funding for IT, maintenance, staffing, infrastructure Lack of senior and affordable housing Limited handicapped accessibility Lack of cap. wastewater Legacy Farms
<i>External Opportunities</i>	<i>External Threats</i>
More State Aid Federal and State Grants Private Grants Casinos More business=more revenue Fruit St. Plant – waste water treatment plant Legacy Farms	State Park could be sold Traffic increase State funded Lift Bus could be unfunded Increasing and unfunded State Mandates More infrastructure required Recession/Depression Water related law suits Legacy Farms

The group was asked to describe their “ideal” or “dream” library.

Café
Big
Open, bright
Friendly
“Green”
ADA accessible
Young Adult area
Meeting rooms with outside access
Larger children’s area with program room
Community room
Quiet study area
Computer labs
Tutoring rooms
Technologically up-to-date
Comfortable furniture
Archives
Bathroom, child size, with changing table
Staff lounge
Office space
Trustees/Friends Space
HVAC
Display space
Story/craft room
Public posting area
More parking
Auditorium
Elevator
Geographically centrally located
Aesthetically fits into Town
Outdoor areas (Reading Area)
Security systems
Effective sightlines
Increased hours and staffing
Drive-up book drop
Lots of books
Self-checkout

Appendix C
LIBRARY SWOT ANALYSIS

Library staff *SWOT Analysis*. (*Strengths, Weaknesses, Opportunities, Threats*)

1. Visit a comfortable place: physical and virtual spaces(11 votes by Planning Committee, 7 votes by Staff)

Library Weaknesses

Lack of space	Lack of parking
No handicap access to Children’s Room	Not ADA Compliant
Lack of natural light	Inadequate HVAC
Lack of shelf space	Lack of appropriate furniture
Lack of proper library shelving	

Library Strengths

Centrally located	Within walking distance of school
Good collections, Services, Staff	

Opportunities

Progress is being made toward having a new facility
Patron support
Affluent community ready to be approached
Possible land donations.
Willing volunteers

Threats

Lack of funding
Lack of Town Government support

2. Create Young Readers: Early Literacy. (9 votes by Planning Committee, 5 votes by Staff)

Library Weaknesses

Lack of space for story hours
Bookshelves not user-friendly
Floor plan not conducive to self-help
Not enough staff to have two people covering the Children’s Room
Not enough space for new books in the Children’s Room – constant weeding
No handicapped access to Children’s Room
No child-friendly bathroom
No place for strollers or coats

Library Strengths

Existing Programs
Good core collection
Good supportive patrons
McGovern Trust
Private donations
Full-time Children’s Librarian
Connection with Kindergartens in the schools

Opportunities

MOMs Group – fundraisers
Parents’ program to promote materials

Threats

Funding cutbacks
Town priorities
Full day Kindergarten will lead to fewer children at story hours

3. Part I. Satisfy Curiosity: Lifelong Learning (8 votes by Planning Committee, 5 votes by Staff)

Library Weaknesses

Lack of space Lack of a ‘Smart Room”, classroom with Internet
Not enough staff Lack of Meeting Room
Library is not user friendly
Building is a former church and not suited for library service
Lack of space for young adults

Library Strengths

Staff Loyal patrons
CW Mars Network membership
Wireless McGovern Fund
Access to Internet State Aid
Web Site Reference Librarian

Opportunities

Connections with schools/Middle School
Become a Community Center/ Total Experience
More space for service to Young Adults

Threats

Budget constraints
Bookstores
People thinking they don’t need the library

Part II. Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Library Weaknesses

Lack of room to store current collection
No separate room for viewing. No carrels
Not enough trained professionals: no Young Adult Librarian
Demands on staff – hard to keep up on busy days
Lack of space to present programs
Performances disrupt normal library services

Library Strengths

Current A/V Collection
Summer Reading
Story Times
Existing programs

Opportunities

Regional Services – expertise and materials

Threats

Lack of funding
Short sightedness of some
Reluctance to change

4. A Resource for General Information: Connect to the Online World (8 votes by Planning Committee, 5 votes by Staff.) (This service was in two parts: “Get Facts Fast and Connect to the Online World” for the Planning Committee. The staff consolidated it into one.)

Library Weaknesses

No Reference Librarian all the hours the Library is open. For two nights there is none
Not open on Sunday. Shorter hours on Saturday
Not able to purchase more electronic databases
Not able to do “Homework Help”
No Homework Center with dedicated computer

No room for more computer stations
No laptops for lending or use in the Library. No security System
No dedicated staff – IT person

Library Strengths

“We’re Good!”
Because of Hopkinton demographics the demand is not large so can be handled
Access to consumer information through CMRLS
Remote access to Library Databases

Have WiFi
Collaboration with School System

Opportunities

McGovern Fund
Donations of laptops
Collaboration with schools for Technology Plan

Threats

No funds to buy electronic databases
No time to do grants
Lack of funding
Nonusers don't see the value of "connecting"

5. Part I. Be an Informed Citizen: Local, National and World Affairs (5 votes by Planning Committee, 10 votes by Staff)

Library Weaknesses

No book discussion groups on current affairs
Not enough space for displays of newspapers or magazines

Library Strengths

Newspapers, magazines, tax forms available

Opportunities

More newspapers

Threats

Lack of funding

Part II. Know Your Community: Community Resources and Services

Weaknesses

No sharing of resources, i.e., Senior Center Rooms
Lack of space to post community information
Library doesn't have ISVA

Library Strengths

Have local newspapers.
Ads for community or library events are shown in local stores via ISVA screens

Opportunities

Get ISVA screen in the Library
Serve shut-ins

Threats

Lack of access to the Library

Part III. Celebrate Diversity: Cultural Awareness**Library Weaknesses**

Not much diversity in community

Library Strengths

Can address whatever diversity there is

Opportunities

More programs

Coordinate with schools

ESL program

Threats

Ethnocentricity

Part III. Understand How to Find, Evaluate and Use Information: Information Fluency**Library Weaknesses**

No space to offer classes

No IT person to offer classes

No time to evaluate what the community needs

Library Strengths

Children get information retrieval instruction from the staff

Staff gets instruction from the region

Had a workshop on genealogy

Opportunities

Senior Center has classes, therefore the Library has more knowledgeable users

No Threats**Part IV. Make Career Choices: Job and Career Development****Library Weaknesses**

No space for Job Search Area

No money for materials

Library Strengths

Collection is being built.

Expertise to help patrons to access information

Access to Career/Job Tests and GRE

Regional Library

Opportunities

Connect with schools

Host Career Day

Develop relationships with businesses

No Threats

6. Succeed in School: Homework Help. Students will have the resources they need to succeed in school. (There was a staff consensus that this Service Priority should be included. Planning Committee did not choose this as a Service Priority)

The staff noted that this is one of the core services that the Hopkinton Public Library provides and would like to see this as one of the Service Priorities.

List of Proposed Final List of Service Priorities

1. Visit a Comfortable Place: Physical and Virtual Spaces
2. Create Young Readers: Early Literacy and Succeed in Schools
3. Satisfy Curiosity: Lifelong Learning. Stimulate Imagination: Reading, Viewing and Listening for Pleasure
4. A Resource for General Information: Connect to the Online World
5. Be an Informed Citizen: Local, National, and World Affairs. Know Your Community: Community Resources and Services. Celebrate Diversity: Cultural Awareness. Understand How to Find, Evaluate and Use Information: Information Fluency. Make Career Choices: Job and Career Development

**Appendix D
LIBRARY DATA**

When the present library building had its last major renovation in 1967, the population of Hopkinton was about 5, 659. Today, the Library is serving a population of 14, 980 increased by 61%. However, in those 41 years, there has been no increase in library space for increased holdings.

The Library has 3 full time staff: a Director, an Adult Services Librarian and a Children’s Librarian. There are 7 part-time Library Associates. There are a total of 7.8 FTEs (FY07)

	Municipal Appropriation	FTE	Registered Borrowers	Circulation	Holdings
FY05	289,886	7	5,029	95,512	39,549
FY06	307,560	7	5,932	101,657	39,239
FY07	322,024	7.8	6,640	103,485	39,888

From FY06 to FY08 circulation has increased 8.3% along with the municipal appropriation increase of 11%. However, holdings have increased only 0.85%, essentially holding steady due to lack of space to put any more holdings. In FY08 circulation consisted of 44.3% children, 54.9% adult. The children’s collection is 39% of the whole. There is no more room in the children’s room to add holdings to the children’s collection to reflect the high usage of that collection.

There are 6 computer terminals for public use and all provide access to the Internet. In FY2007, there were about 12,000 “hits” on the Library’s website. Wireless service is available. In only one year, from FY05 to FY06, Internet use increased 64%.

	Holdings	Volumes	Periodicals	Non-print
FY05	39,549	34,075	240	5,234
FY06	39,239	33,300	261	5,678
FY07	39,888	34,182	273	5,433

The number of print items has remained about the same over the three years, since there is no room to put additional holdings. Non-print has increased only 3% over the three years, but, their numbers have increased more than books, reflecting the demand for non-print items.

	Number of Child. Prog.	Attendance at Child. Prog.	Number of Adult Prog.	Attendance at Adult Prog.
FY05	123	1,688	0	0
FY06	103	1,995	5	1,052
FY07	100	1,500	7	500

Appendix E Community Survey

Hopkinton Public Library collected 456 survey responses administered to the whole community. Most of these surveys were distributed and collected on February 5, 2008. About 50 of responses were received via the Library website and about 100 were completed by walk-in patrons.

The following surveys expressed the needs and expectations that the public has for the Library. The surveys are summarized as follows:

Hopkinton Public Library Community Survey, February 2008

456 surveys were returned

77% of the respondents were female

39% had advanced degrees

25% used the library weekly

90% had a library card

36.8% lived under five miles from the library

89.6% were between 18 and 35.

Users were asked to rate the following services either Excellent, Good, Fair, Poor, or Don't Know.

Seating Availability: 36% - Fair

Collections of books and other material – 34.8% said it was fair

Availability of tables for studying – Most Don't Know, but 26% thought it was fair

Is library size adequate? – 47.5% said that it was poor

Is parking adequate? – 51.7% said that it was poor

Some comments:

We are in desperate need of a new expanded facility. Most of the books in which I have interest have to be ordered from other libraries

Enlarge the book collection. Improve parking access. Increase music collection

Enlarge the facility. Additional off street parking

Larger children's section. Complete handicap access and facilities

A new library! The town deserves it!

A renovation: new carpets, seating, lighting, etc. To make it feel less musty and more updated

Larger computer area

Larger, modernize.

More material, larger facility. I would use my hometown library if it were upgraded/expanded

Replace with a new facility with enough space and adequate technology

Better hours, more space, and handicap accessibility

More videos and audio books. Better storage, protection, and display of historical documents and material, some kind of gallery
More books and DVDs (which requires a larger library)
Enlarge the library but keep the small friendly atmosphere
I never think about using the library but realize I should! I'd use it if I could gather people, have meetings
Larger children's room on the first floor!

A separate questionnaire was developed and distributed at the middle school in March 2008 (Grade 6, 7, and 80. Approximately 600 surveys were returned

The following are some of the results:

43.6% get the books used for school work from the school library
25.9% get them from the public library
15% get them from the book store

42.7% get the books read for fun from the book store
33.3% get them from the Hopkinton Public Library
17.7% get them from home

25% get their music and movies from Blockbuster
17.5% get them from the Hopkinton Public Library
15% get them from other stores

Some comments:

They don't have current movies
The librarian helps with school reports
It's not useful to me
They don't have the books I like
Books are ruined and I can't use them
No middle school books

More hours
More computers
More CDs and games, parties, etc.
Duplicate copies of favorite books
More books for old kids
Not many new things
They should hold more books that students are required to read
You should have a section to study, and a section of books from our parents' time