DOUGLAS LiBRARY OF HEBRON

Strategic Plan 2022-2027
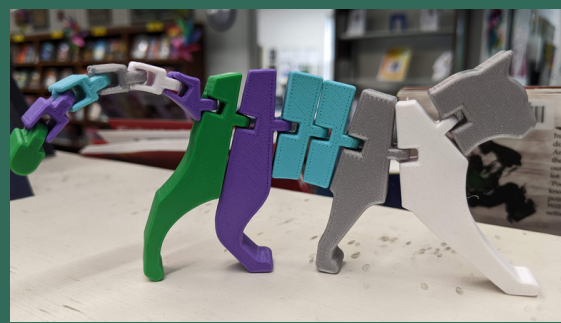
W.I.S.E.
DECISIONS

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EXECUTIVE SUMMARY:
W.I.S.E. DECISIONS

W.I.S.E. Decisions is the Douglas Library's Strategic Plan for the remainder of 2022 through the end 2027. During this five year period, the library staff and Board of Trustees will work together to better align their actions to the institution's mission, vision, and values. W.I.S.E. Decisions also acts as a tool to communicate the library's intentions and progress to the citizens of Hebron.

This plan was created by a subcommittee of the Board of Trustees after it conducted two surveys and a public forum to determine what the public wants and needs from its local library. A list of concrete, measurable objectives were created based on that research and organized underneath following four themes:

1. The Douglas Library of Hebron is a _welcoming_ and inclusive environment in which to pursue lifelong learning.

    The library provides equitable access to information from a diverse collection of sources and creators in an emotionally safe environment.

2. The Douglas Library of Hebron is an _integral_ part of the Hebron community.

    The library is an active participant in local events and discussions that makes its trusted services accessible to its members and has a desire to build upon and improve society.

3. The Douglas Library of Hebron is a _safe_ environment in which to pursue lifelong learning.

    The library facility is a well-maintained facility with appropriate security protocols and policies to protect the well being of its patrons and the collection.

4. The Douglas Library of Hebron is a source of ever-_evolving_ services, collections, and technologies.

    i. Patrons have access to innovative services that are continually being evaluated to ensure that they are high-quality, cost effective, and appropriate for the community.

INTRODUCTION

"W.I.S.E." Decisions: Douglas Library of Hebron's Strategic Plan: 2022-2027! is the result of over a year's worth of work by the Douglas Library of Hebron (DLOH) Strategic Planning Committee (SPC). It maps out an exciting vision for the library's next five years that will continue the library's reputation of being a Welcoming, Integral, Safe, and Evolving presence and source of information services to Hebron.

The DLOH's existing strategic plan was intended to be active from 2016-2021. When that plan was written, the library had not operated with a strategic outline for 24 years. The library was overdue for an evaluation of existing services and a plan for the institution. In the ensuing five years, the instrument was proven to be a useful and effective tool for library leadership. Movement to develop an updated strategic plan began in early 2021. At that time, it was believed that the library's goals could be updated fairly quickly, and a that new plan could be in place well before the end of the year.

Actual work on the update proceeded slower than anticipated, but the extra time and energy was well spent collecting data about the desires of the Hebron community and developing a new structure for the document.

The Board of Trustees (BOT) and SPC are thrilled to begin the library's next chapter. Join us as we make some W.I.S.E. decisions to support the evolution of the Douglas Library of Hebron!

DOUGLAS LIBRARY OF HEBRON
YESTERDAY AND TODAY

The Douglas Library serves a population of 9,500 nestled midway between Hartford and Norwich. The library became a department of the Town of Hebron in 2001, but its history goes back much further. It started life as the 'Hebron Literary Society' before the Hebron Library Association was formed in 1889. The Association's 200-volume collection was housed in a private residence until a facility was constructed in 1899. The library was eventually renamed after Dr. Charles Douglas made an endowment in memory of his wife, Ida Porter, who had been a volunteer at the library for 40 years before passing. After going through major renovations in 1957 and 2000, the 400 square foot original building is now 16,800 square feet and the breadth of services offered to the public has grown in kind.

The Douglas Library is proud to offer a wide variety of services that go beyond traditional library resources. The physical collection of 45,000 items is bolstered by a significant investment in digital materials available through a variety of services such as Libby, Hoopla, Kanopy, Biblio+, and the Palace Project. DLOH's 'library of things' has been expanded to include cake pans, portable Wi-Fi hotspots, and a collection of yard games. The makerspace is comprised of two 3D printers, a 3D pen, a book scanner, a Cricut machine, and a sewing machine - all of which are available for at no out-of-pocket expense to the user.

The staff prides itself in offering a slate of enriching and entertaining programs such as Equity Bootcamp, a series of programs sponsored by the Hebron Greater Together Community Fund to provide opportunities for residents to discuss and examine their relationships with racism and white supremacy. Most recently, the library installed exterior pick-up lockers to increase access to materials for those unable to easily visit the facilities.

Over the past three years, the library has undergone a series of large-scale building projects including the replacement of the flooring, HVAC system, and windows in the building; the library is also in the middle of a project – partially funded through a State Library Construction Grant - to replace and bring its roof up to current building code. All that construction will help to keep the Douglas Library an attractive and modern space ready to serve the community for decades to come.

The DLOH is currently overseen by director Kevin Sullivan, who has served in the role since 2018. He works closely with a supportive Board of Trustees and a first-rate staff as well as two tireless booster groups: the Douglas Library Association and the Friends of the Douglas Library of Hebron. More information about services and how to get involved with the library can be found online at douglaslibrary.org.

VISION

The Douglas Library is an integral part of our community offering a welcoming, safe, and inclusive environment in which to pursue lifelong learning by utilizing our ever-evolving collections, services, and technologies.

MISSION

The mission of the Douglas Library of Hebron is to support the informational, educational, cultural, and recreational needs of all members of the Hebron community by providing access to a professional staff, a state-of-the-art facility, quality resources, programs and services, and preserving records of the town's history that are entrusted to the library.

LIBRARY BOARD OF
TRUSTEES

The Douglas Library Board of Trustees is a governing board that has legal and fiduciary authority and responsibility for the library. The Trustees are a volunteer group of nine members appointed by the Board of Selectmen. The Library Director reports to the BOT. The BOT works with the Library Director to create policy, manage the library budget, and oversee strategic initiatives to improve services for the Town of Hebron. The BOT is ultimately responsible for adopting and enacting this strategic plan.

Board of Trustees 2022

Patricia Ayars, Chairperson
Peter Casarella, Vice Chairperson
Mary Ann Foote, Treasurer
Dale Bland
Colleen Brennan
Althea Carr
Emily Cyr
Susan Porter
Gail B. Richmond

STRATEGIC PLANNING
COMMITTEE

Strategic Planning Committee 2021-2022

Patricia Ayars
Peter Casarella
Emily Cyr
Brenda Keleher
Donna Lanza
Gail B. Richmond
Kevin Sullivan

The SPC was formed by the BOT in February 2021 for the purpose of updating the library's five-year plan. The Committee is made up of individuals from the BOT, Douglas Library Association, Friends of the Douglas Library, public library users, library staff members, and a representative from the Town Manager's Office.

TIMELINE OF EVENTS

FEB 2021

SPC formed by BOT

JUL 2021

SPC has first meeting

AUG 2021

'Public' and 'Partner' surveys developed and approved by SPC

SEP 2021

Surveys disseminated

OCT 2021

'Public' survey results analyzed

NOV 2021

'Partner' survey results analyzed

DEC 2021

Public forum developed

JAN 2022

Strategic Plan organizational format developed

FEB 2022

Public forum held

MAR 2022

Public forum analyzed

APR 2022

Goals list finalized

MAY 2022
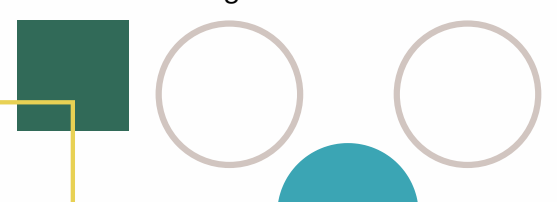
'Plan of Action' finalized

JUN 2022

Draft of Strategic Plan presented to SPC

JUL 2022

Draft of Strategic Plan presented to BOT

OCT 2022

BOT approved Strategic Plan

METHODOLOGY

Structure

The SPC entered this process with the intention of using the same structure as the previous Strategic Plan, which organized its goals under five categories: safe space, technology, diversity, community, and lifelong learning. As the Committee began to write new goals, it was discovered that those categories needed to be refined and broadened. The committee took a close look at the library's institutional values and developed four overarching goals for the new strategic plan:

1. The Douglas Library is a **welcoming** and inclusive environment in which to pursue lifelong learning.
2. The Douglas Library is an **integral** part of the Hebron community.
3. The Douglas Library is a **safe** environment in which to pursue lifelong learning.
4. The Douglas Library provides ever **evolving** services, collections, and technologies to its users.

These goals are shortened to 'Welcoming,' 'Integral,' 'Safe,' and 'Evolving' and further abbreviated as 'W.I.S.E.' The Committee was able to use these large goals to create specific, measurable sub-goals based on feedback gathered from the public.

Data Collection

To ensure that the goals of the library align with the needs and desires of the community, the SPC gathered data from various stakeholders before developing goals for the strategic plan. Data was collected through two surveys - one for patrons and potential library users and one for community partners – in Fall 2021, and a public forum conducted in Winter 2022. These feedback opportunities were advertised with posters and social media posts by the library, town hall, and other town departments. Additionally, a press release was published in the Rivereast News Bulletin in advance of each event.

Responses for the surveys were gathered during September 2021 and presented to the SPC at their October 2021 meeting. The committee received 177 responses from the public survey and 11 from the community partners survey. Copies of the surveys and a summary of the responses can be found in Appendix I-IV.

The public forum was held via Zoom in February 2022. There were ten attendees and the discussion lasted approximately 90 minutes. Responses were presented to the SPC at their March 2022 meeting. At this point, the Committee opted to forgo holding additional forums and begin work on the writing of the plan. A summary of data collected in public forum can be found in Appendix V.

Goals

Using the gathered data, the SPC began a process of creating specific, measurable goals to address the concerns of survey and public forum participants. Each objective was then organized underneath the overarching category ('Welcoming,' 'Integral,' 'Safe,' and 'Evolving') that best embodied its spirit. The committee then ranked the goals for importance and difficulty in order to ensure that the items that made the final list would be achievable and accurately prioritized.

Suggested Workflow

The SPC has drafted a suggested plan of action and timetable for executing overarching and individual goals contained in the plan. The Committee suggests that the BOT form subcommittees made up of members of the BOT and library staff, as well as members of the community and other town departments, if appropriate, to address each overarching goal. These subcommittees would be charged with monitoring progress, working with library administration, steering resources, and reporting back to the Board during each regular BOT meeting.

Additionally, the Board may create a subcommittee to monitor and keep track of the work of the other four committees, adjust committee assignments as necessary, and make decisions about allocating board resources. This 'Holistic View' committee would prepare an annual 'State of the Strategic Plan' report to share with the BOT and begin the process of forming the next strategic planning committee when that time comes.

W.I.S.E.
DECISIONS

1. The Douglas Library of Hebron is a _welcoming_ and inclusive environment in which to pursue lifelong learning

2. The Douglas Library of Hebron is an _integral_ part of the Hebron community.

3. The Douglas Library of Hebron is a _safe_ environment in which to pursue lifelong learning.

4. The Douglas Library of Hebron is a source of ever-_evolving_ services, collections, and technologies.

THE DOUGLAS LIBRARY IS A **WELCOMING** AND INCLUSIVE ENVIRON- MENT IN WHICH TO PURSUE LIFELONG LEARNING.

1. Increase library facility access by
    a. standardizing and, if possible, expanding the library's open hours to 10AM-8PM on weekdays and 10AM-5PM on Saturdays
    b. revisiting the need/feasibility of adding Sunday hours to the schedule.

2. Train all library staff to better respond to the needs and sensitivities of patrons and other staff members by
    a. requiring that all library staff attend at least one training session annually on this topic.

3. Improve the representation of minority experiences throughout the collection by
    a. performing a diversity audit of the library's physical and digital collections.
    b. creating collection development strategies to improve the representation of minority experiences.

4. Make library services more accessible to patrons who cannot use the library building by
   a. exploring the possibility of offering library curbside delivery.
   b. increasing promotion of and expenditures on digital services.
   c. exploring improvements to the existing homebound delivery service.

5. Increase the use of outdoor space at the library by
   a. making outdoor space more conducive to programming by increasing safety and installing seating areas.
   b. putting up barriers to make spaces near parking lots safer.
   c. planning at least one outdoor children's program each month from May-September.

6. Make the library a more physically welcoming and comfortable place in which to spend time by
   a. identifying areas where existing furniture is due for replacement and, if appropriate, replace with more comfortable seating.
   b. by improving the cleanliness of the space by holding our cleaning company accountable for their performance.

7. Improve patron experience by enhancing signage in and around the building and examining signage on an annual basis for improvements.

8. Examine the library's policy manual and make alterations to make library services more welcoming and inclusive.

PLAN OF
ACTION

WELCOMING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
1a	Develop a funding proposal for hours increase for inclusion in budget package. Work with town employees, elected officials, and general public to build enthusiasm and pass the measure. Work with library director to create a timeline for introduction of the new hours.	BOT 'Welcoming' committee, library director	2022	2024
1b	Once 1a is in place, gather data from public regarding Sunday hours. If desired, follow 1a's plan of action to achieve.	BOT 'Welcoming' committee, library director	2023	2026
2	Create a policy outlining training requirements. Work with the library director on funding and execution of plan.	BOT 'Welcoming' committee, library director, Board of Trustees	2022	ongoing
3a	Create a diversity audit plan using information from the state library. Library director develops staff workflow and trains staff to conduct audit during inventory. Develop workflow for digital audit. Report findings to the Board of Trustees.	BOT 'Welcoming' committee, library director	2023	2024

WELCOMING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
3b	Amend the collection development policy to add diversity balance goals. Work with library director to create a plan to adjust the collection make-up, if necessary.	BOT 'Welcoming' committee, library director, Board of Trustees	2024	2024
4a	Create a budget plan to implement curbside pick-up service. If deemed worth the expense, include in budget proposal. Work with library director for implementation and marketing.	BOT 'Welcoming' committee, library director	2022	2023
4b	Meet with library director to determine a proposed balance of expenditures on physical vs digital materials. Determine if additional funding for digital materials is necessary. If so, create a budget proposal and work to include it in upcoming budgets.	BOT 'Welcoming' committee, library director	2022	2023
4c	Meet with homebound delivery coordinator to discuss potential improvements to the program. Evaluate cost/benefit of improvements. Seek funding increase if necessary. Program coordinator enacts improvements as funding and staff time allows.	BOT 'Welcoming' committee, library director	2022	2023
5a	Meet with library staff to create a plan for more usable outdoor spaces. If construction is necessary, meet with public works, recreation, and library department heads to make a plan for space transformation. Seek funding as appropriate.	BOT 'Welcoming' committee, library director, public works department head, recreation department head	2023	2027
5b	Meet with public works, recreation, and library department heads to make a plan for space transformation. Seek funding as appropriate.	BOT 'Welcoming' committee, library director	2023	2027

WELCOMING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
5c	Work with children's librarian to plan at least one outdoor program each month during warm weather months. Assist with marketing as needed to make programs a success. Listen to feedback from children's librarian for how to make outdoor programs safer and more successful.	BOT 'Welcoming' committee, library director, children's librarian	2023	ongoing
6a	Visit libraries and conduct research to get ideas for transforming our physical space. Tour the library as a committee making a list of potential improvements. Determine prioritization and secure funding.	BOT 'Welcoming' committee, library staff	2025	2027
6b	Library director meets with cleaning company to reiterate cleanliness expectations and create a plan to get the building up to standards. If necessary, work to secure additional funding to hire a new company.	Library director	2022	2023
7	Library staff forms a 'signage committee' to periodically meet and work with the library director to improve and replace signage as necessary.	Library staff	2023	ongoing
8	Work with the Board of Trustees to amend policies as necessary. Consider the creation of new policies addressing diversity, equity, and inclusion in the library.	BOT 'Welcoming' committee, library director, Board of Trustees	2022	ongoing

THE DOUGLAS LIBRARY IS AN
INTEGRAL
PART OF THE HEBRON
COMMUNITY.

1. Ensure that library services are clearly communicated to the community by
   a. increasing the number of channels, quality, and consistency of marketing content.
   b. by streamlining the creation of and dissemination of marketing content.

2. Create five new partnerships with local organizations.

3. Determine a method to accurately track public computer and Wi-Fi usage. Use those statistics to create a plan to increase the use of those services.

4. Retain a skilled and enthusiastic library staff by lobbying for fair wages and striving to maintain a positive work environment.

5. Create and enact a plan to foster and deepen existing partnerships with Hebron Public Schools, RHAM, AHM, the Senior Center, local governmental departments, and other local organizations.

6. Increase room usage by outside organizations by amending the room use policy to reduce barriers of entry, expanding hours of availability, and increasing advertising for this service.

7. Increase the average number of items circulated on an annual basis by 10 percent over the course of the strategic plan.

8. Increase the number of library card holders in Hebron on an annual basis by 10 percent over the course of the strategic plan.

PLAN OF
ACTION

INTEGRAL

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
1a	Library staff creates a marketing plan for library services and events that includes existing channels, contacts, material creation tools, and calculates the amount of staff time to effectively market events. Determine if plan can be enacted with existing staff. If not, create budget proposal for additional staff time, training, and materials and work with Board of Trustees to include in a future budget request.	BOT 'Integral' committee, library staff, Board of Trustees	2023	2023
1b	Library staff creates a plan to reduce points of contact for marketing materials and making clear who is responsible for what actions. This can be included as part of the marketing plan.	Library staff	2023	2023
2	Create a list of local organizations whose goals align with the library's. Develop a collaboration opportunity for each organization. Meet with organizations to propose collaborations and enact plan as amenable to both organizations.	BOT 'Integral' committee, library director	2023	2027
3	Work with Novus Insight to evaluate products that would allow statistics tracking. Choose the best one for the library's needs. Seek additional funding for products if necessary. Library director works with vendor to install software. After one year, examine statistics and develop strategies to increase use of those services.	BOT 'Integral' committee, library director	2023	2025

INTEGRAL

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
4	Monitor average wages for positions at other libraries in comparable towns. Lobby the BOT to include fair wage increases in the budget. Maintain an open line of communication with staff members to discover issues leading to a poor work environment.	BOT 'Integral' committee, library director, library staff	2022	Ongoing
5	Create a list of existing partnerships and contacts and develop a plan for keeping those partnerships active and useful. Work with library staff to develop new collaboration opportunities as necessary.	BOT 'Integral' committee, library staff	2024	Ongoing
6	Evaluate existing room usage policy and make changes as desired to increase room usage. Propose new policy to Board of Trustees. Once approved, work with library staff to promote new features of this service.	BOT 'Integral' committee, library staff, Board of Trustees	2023	2023
7	Work with library director and library staff to develop strategies for increasing circulation. Enact some of these strategies and evaluate their effectiveness.	BOT 'Integral' committee, library staff	2025	2027
8	Work with library director and library staff to develop strategies for increasing library card holders. Enact some of these strategies and evaluate their effectiveness. Meet with schools to discuss integration of public library cards with student IDs.	BOT 'Integral' committee, library staff	2025	2027

THE DOUGLAS LIBRARY IS A SAFE ENVIRONMENT IN WHICH TO PURSUE LIFELONG LEARNING.

1. Upgrade the security infrastructure of the Douglas Library by
   a. improving exterior lighting and increasing the number of security cameras inside and outside of the building.
   b. introducing technology to keep track of which staff are in the building at a given time.

2. Meet with the town's public safety and fire departments to evaluate library safety for patrons and staff and ensure that those departments are familiar with the facility and its services.

3. Maintain the integrity of the physical plant by
   a. completing the window replacement, roof replacement, parking lot repave, and other in-progress building projects.
   b. working with the Town Manager's Office, Public Building Committee, and Public Works Department to evaluate other building projects and capital needs.
   c. creating a schedule of foreseeable large maintenance projects for 10 years into the future.

4. Train staff in policies and procedures for fire extinguishers, AEDs, CPR, bloodborne pathogens, bomb threats, active shooters, and other relevant emergency response skills.

5. Meet with the Chatham Health District on a regular basis to receive recommendations regarding ways the library can facilitate better public health.

PLAN OF
ACTION

SAFE

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
1a	Work with Town Manager's office to monitor the expenditure of CIP funds for security improvements on the library. If CIP enhancements are not satisfactory, develop a plan to attain satisfaction. Develop a budget request for additional technology as needed.	BOT 'Safe' committee, Library director	2022	2023
1b	Work with Town Manager's office to monitor expenditures of CIP funds for security improvements on the library. If CIP enhancements are not satisfactory, develop a plan to attain satisfaction. Develop a budget request for additional technology as needed.	BOT 'Safe' committee, Library director	2022	2023
2	Schedule a meeting with the police department, fire department/EMS, fire marshal, emergency management, and other relevant parties. Develop an agenda for the meeting and a plan for recurrence.	BOT 'Safe' committee, Library director, public safety, and fire departments	2023	ongoing
3a	Create a spreadsheet showing ongoing building projects and tracking their process. Monitor projects to ensure that nothing stalls out.	Library director	2022	2026

SAFE

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
3b	Meet with town manager's office, public building committee, and public works department to discuss the state of the building and determine if there are any areas where maintenance, upgrades, or replacement are necessary. Develop a plan to fund projects as necessary.	BOT 'Safe' committee, Library director	2023	ongoing
3c	Create a spreadsheet of ongoing building maintenance along with contact information and budgeting figures. Periodically review spreadsheet and keep up to date.	BOT 'Safe' committee, Library director	2023	ongoing
4	Create a list of desired emergency response skills for trained staff members. Work with public safety departments to create a schedule of training activities. Determine if additional training or staff funds will be necessary. Work to secure additional funding if necessary.	BOT 'Safe' committee, Library director	2024	ongoing
5	Schedule a meeting with the Chatham Health District. Develop an agenda for the meeting and a plan for recurrence.	BOT 'Safe' committee, Library director	2023	ongoing

THE DOUGLAS LIBRARY IS A SOURCE OF EVER-EVOLVING SERVICES, COLLECTIONS, AND TECHNOLOGIES.

1. Explore ways to upgrade and utilize existing technology to improve the patron experience and free up staff time by
   a. considering upgrading the collection to RFID tags and seek to invest in self-check stations.
   b. evaluating the design of the website to improve user experience.
   c. developing an electronic payment method for user fees and lost items.

2. Increase the type, variety, and number of library programs offered to the public by
   a. adding at least two additional children's programs to the calendar each month. At least one of these new programs should be held after 5PM.
   b. holding an average of at least one young adult program in the library each week.
   c. adding at least two additional adult programs to the calendar each month. At least one of these new programs should be held before 5PM.

3. Narrow the digital divide in Hebron by expanding internet access to the town by
   a. increasing the library's Wi-Fi footprint
   b. increasing the number of technology training opportunities for patrons.
   c. improving the staff's ability to assist patrons in using technology.
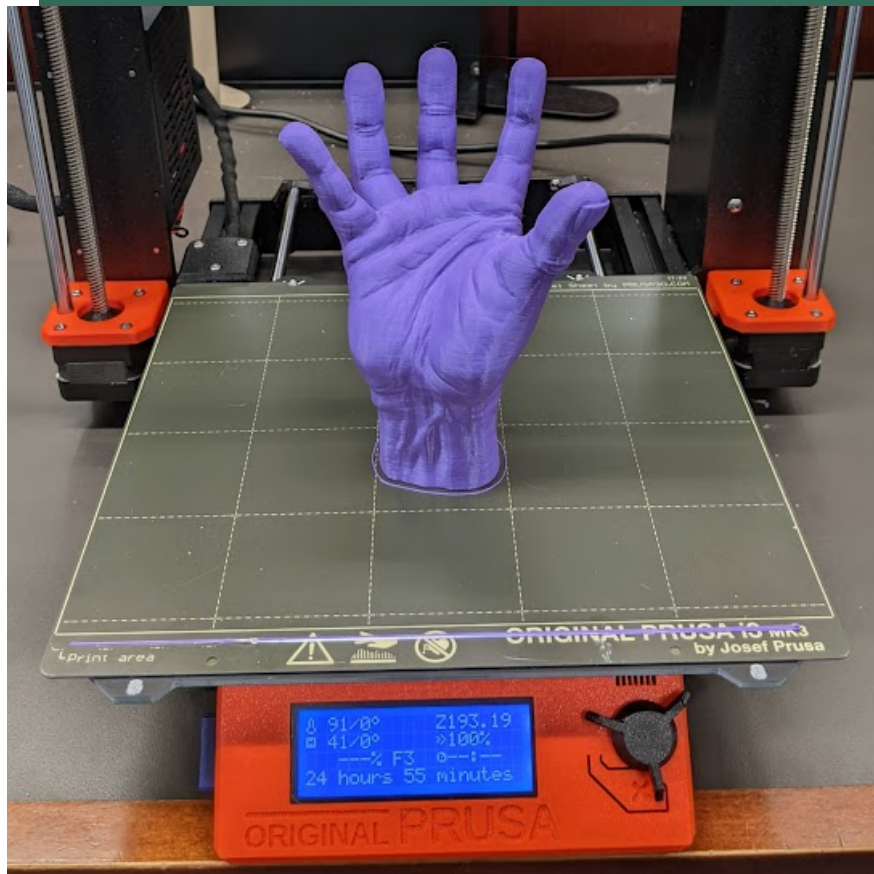
4. Increase the variety and quality of technologies offered to the public by making investments in virtual reality, maker space, public computing, and other relevant emergent technologies.

5. Search for innovative ways to bring new content to the community by
    a. researching the feasibility and legality of hosting our own e-books and other digital content.
    b. introducing new collections of interest.

PLAN OF
ACTION

EVOLVING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
1a	Get quotes on switching the collection over to RFID, including equipment upgrades, installation, and staff training time. Make a decision about whether the cost is worth the benefits. If worth pursuing, determining how to fund the project and begin work on obtaining funds and implementation.	BOT 'Evolving' Committee, RFID vendor, library staff	2022	2025
1b	Make a list of the features and functionalities of an ideal library website. Gather community opinion and/or use a professional agency to provide an opinion. Create a document outline of proposed changes. Gather quotes from programmers to make the changes. Secure funds. Hire company to make the changes. Train staff to use new site.	BOT 'Evolving' Committee, library staff	2025	2027
1c	Research existing technology and fee structure. Discuss barriers to use with relevant town departments. Determine whether the value of the service is worth the cost. Develop workflow and implement system.	BOT 'Evolving' Committee, library staff	2023	2025
2a	Determine staff time and materials investment to add two additional programs to the calendar. Determine whether additional staff time is needed to make this work. Secure funds for additional staff time and materials, if necessary. Work with children's librarian to plan programs.	BOT 'Evolving' Committee, library director, children's librarian	2023	ongoing

EVOLVING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
2b	Determine staff time and materials investment to offer consistent YA programming. Determine whether additional staff time is needed to make this work. Secure funds for additional staff time and materials. Work with library director to appoint or hire a dedicated individual for YA programming. Work with library director and dedicated YA program staff to plan programs.	BOT 'Evolving' Committee, library director, library staff	2023	ongoing
2c	Determine staff time and materials investment to add two additional programs to the calendar. Determine whether additional staff time is needed to make this work. Secure funds for additional staff time and materials. Work with head of circulation to plan programs.	BOT 'Evolving' Committee, library director, head of circulation	2023	ongoing
3a	Utilize ARPA funds and Novus Insight to purchase and install Wi-Fi repeaters on the exterior of the building. Make sure that the library is in compliance with the Children's Internet Protection Act before making this service available.	BOT 'Evolving' Committee, library director, Novus Insight	2022	2023
3b	Determine staff time and materials investment to add tech programs to the calendar. Determine whether additional staff time is needed to make this work. Secure funds for additional staff time and materials, if necessary. Work with head of circulation to plan programs.	BOT 'Evolving' Committee, library director, head of circulation	2023	ongoing

EVOLVING

Goal	Plan of Action	Parties Responsible	Begin Date	End Date
3c	Evaluate existing staff's computer proficiency. Determine knowledge-level expectations for future hires. Provide training opportunities for staff to meet or exceed knowledge-level expectations. Determine cost of staff training time and seek additional funds if required.	BOT 'Evolving' Committee, library director, library staff.	2023	ongoing
4	Prioritize emergent technologies. Work with Computer Technology committee to appropriate funds for purchases each year, prioritizing emergent technologies. Support purchases with programming. Seek out alternative funding sources for technology purchases. Train staff on new technology acquisitions.	BOT 'Evolving' Committee, Computer Technology Committee, library director, library staff.	2023	ongoing
5a	Seek out other libraries and organizations who host their own e-content for patrons and ask about data infrastructure, workflow, and legal issues. Reach out to town attorney, Bibliomation, and State Library for opinions and assistance with service. Determine legal standard for content retention, workflow for digitization, storage for physical copies of digital items. Train staff.	BOT 'Evolving' Committee, library director, library staff, Bibliomation, State Library, town attorney	2024	2027
5b	Look for community needs that could be filled by the library. Determine cost, feasibility, special needs, and workflows of item acquisition and circulation. Introduce new collections.	BOT 'Evolving' Committee, library director, library staff	2022	ongoing

SELF EVALUATION
AND THE NEXT STRATEGIC PLAN

These goals are a guide for a future at which the SPC is only able to guess. It is ultimately the responsibility of the BOT and Library Director to adjust this plan as necessary over the next five years. It is suggested that the BOT examine the holistic status of the plan on an annual basis to adjust committee assignments and fund allocations and that work on the 2028 plan begin in late 2026.

Thank you for taking the time to review this document. Together, we can continue to enhance the information services offered to the Hebron community.

APPENDIX I
PUBLIC SURVEY

Douglas Library of Hebron
Library Services Questionnaire

> Thank you for taking the time to fill out this survey. Your answers will help to determine the future of the Douglas Library as we update our strategic plan. Completed surveys can be returned to the Douglas Library before September 30, 2021. If you prefer to participate electronically, a digital version of this survey can be found on douglaslibrary.org.

1. How often do you use the Douglas Library (This includes visiting the website and using electronic materials, as well as coming to the physical library)?

   Mark only one oval.

   ◯ Daily   *Skip to question 4*

   ◯ Weekly   *Skip to question 4*

   ◯ Monthly   *Skip to question 4*

   ◯ Annually   *Skip to question 2*

   ◯ Less than annually   *Skip to question 2*

   ◯ Never   *Skip to question 2*

2. What would encourage you to visit the library more often?

   _____

   > **Only answer these if you replied 'Annually,' 'Less than annually,' or 'Never' to question 1.**

3. How would you prefer to interact with the library in the future?

   Check all that apply.

   ☐ In person
   ☐ Through the website
   ☐ Through social media
   ☐ By email
   ☐ By phone
   Other: ☐ _____

   Skip to question 9

4. How do you interact with the library currently?

    Check all that apply.

    ☐ In person
    ☐ Through the website
    ☐ Through social media
    ☐ By email
    ☐ by phone
    Other: ☐ _____

5. How would you like to interact with the library in the future?

    _____

6. What are your main reasons for visiting the library or using its services?

    Check all that apply.

    ☐ Check out items from the physical collection (books, movies, audiobooks, Wi-Fi hotspots, etc)
    ☐ Check out items from the digital collection (e-books, e-audiobooks, streaming video, museum passes, etc.)
    ☐ Programs
    ☐ Meeting/Study rooms
    ☐ Quiet Reading/Study
    ☐ Tutoring
    ☐ Technology Assistance
    ☐ Reading/Watching Suggestions
    ☐ Copy Machine, Printers, Fax
    ☐ Wi-Fi
    ☐ Public Computers
    ☐ Genealogy Research (Ancestry)
    ☐ General Research
    Other: ☐ _____

7. Did you find what you were looking for on your last visit?

   Mark only one oval.

   ◯ Yes

   ◯ No

   ◯ Yes, but the item was checked out

   ◯ Yes, but it had to be ordered from another library

   ◯ Other: _____

8. How would you describe the overall service you received?

   Mark only one oval.

   ◯ Exceptional

   ◯ Good

   ◯ Fair

   ◯ Poor

   ◯ Other: _____

9. How would you rate each of the following services

   Check all that apply.

	Excellent	Good	Fair	Poor
Collection (physical items)	☐	☐	☐	☐
Collection (digital items)	☐	☐	☐	☐
Customer Service	☐	☐	☐	☐
Programs	☐	☐	☐	☐
Computers	☐	☐	☐	☐
Printers, Copier and Fax	☐	☐	☐	☐
Internet Access	☐	☐	☐	☐
Facilities	☐	☐	☐	☐
Hours of Operation	☐	☐	☐	☐
Interlibrary Loans	☐	☐	☐	☐
Library Policies	☐	☐	☐	☐

10. How important are each of the following library services to you?

Check all that apply.

	Very important	Somewhat important	Not important
Collection (physical items)	☐	☐	☐
Collection (digital items)	☐	☐	☐
Reference/Research Assistance	☐	☐	☐
Free Programs	☐	☐	☐
Meeting Rooms/Study Spaces	☐	☐	☐
Public Computers	☐	☐	☐
Printers, Copier and Fax	☐	☐	☐
Reading Room	☐	☐	☐
Newspapers or Magazines	☐	☐	☐
Homebound Delivery Services	☐	☐	☐
Internet Access	☐	☐	☐

11. What, if any, library services would you identify as important that were not included in the previous question?

_____

12. What is the best time of year for you use the library?
Check all that apply.

☐ School-year (September - June)
☐ Summer (July - August)

13. When is the best time of day for you to use the library?
Check all that apply.

☐ Weekday Morning (10 a.m. - 12 p.m.)
☐ Weekday Afternoon (12 p.m. - 5 p.m.)
☐ Weekday Evening (5 p.m. - 8 p.m.)
☐ Saturday Morning (10 a.m. - 12 p.m.)
☐ Saturday Afternoon (12 p.m. - 3 p.m.)
☐ The library is not open when I would like to use it

14. Do you have any suggestions for new programs or enhancements to existing programs that would improve library services for the town of Hebron?

_____

15. In your opinion, how does the library benefit you or the community?

_____

16. Would you allow the Strategic Plan Committee to potentially contact you for follow up questions?

   Mark only one oval.

   ⬭ Yes   _Skip to question 17_
   ⬭ No   _Skip to question 20_

17. Name

   _____

   Only answer these if you replied 'Yes' to question 16.

18. Phone

   _____

19. Email

   _____

20. What is your Zip Code?

   _____

21. Age

   Mark only one oval.

   ⬭ Under 18 years old   ⬭ 45-54 years old
   ⬭ 18-24 years old   ⬭ 55-70 years old
   ⬭ 25-34 years old   ⬭ 71 or older
   ⬭ 35-44 years old

22. Gender

Mark only one oval.

⬭ Male

⬭ Female

⬭ Transgender

⬭ Non-binary

⬭ Prefer not to say

⬭ Other: _____

23. Are you of Hispanic, Latino, or of Spanish origin?

Mark only one oval.

⬭ Yes

⬭ No

24. How would you describe yourself?

Check all that apply.

☐ American Indian or Alaska Native

☐ Asian

☐ Black or African American

☐ Native Hawaiian or Other Pacific Islander
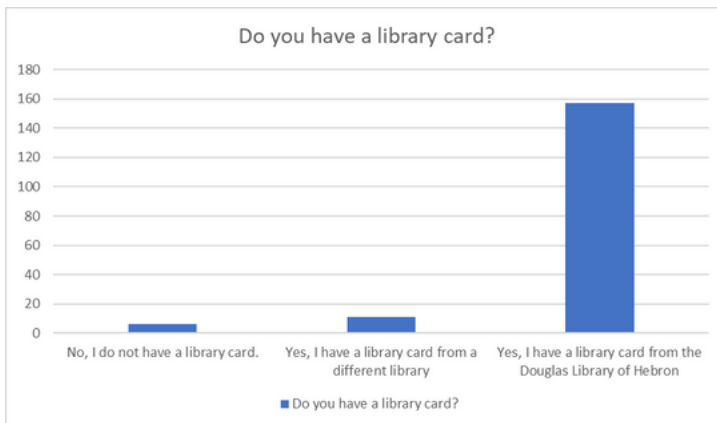
☐ White

☐ Prefer not to say

Other: ☐ _____

Thank you for taking the time to complete this survey! Please return it to the main desk at the Douglas Library. The updated strategic plan will be posted on douglaslibrary.org in 2022.

APPENDIX II
# PUBLIC SURVEY RESULTS

Question 1: Do you have a library card?

No, I do not have a library card.	6
Yes, I have a library card from a different library	11
Yes, I have a library card from the Douglas Library of Hebron	157

Question 2: From which library did you get your library card?

Andover	2
Columbia	1
Johnathan Trumbull- Lebanon	1
Mansfield	1
Marlborough	1
Naugatuck Library	1
Willimantic	2
Windsor Locks Public Library	1

Question 3: How often do you use the Douglas Library (This includes visiting the website and using electronic materials, as well as visiting the physical library)?
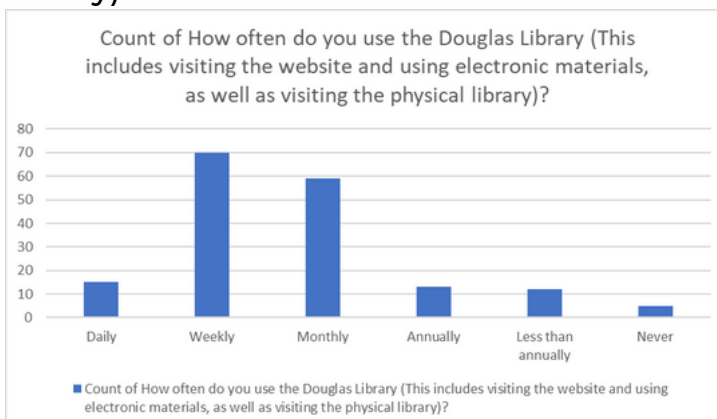

Daily	15
Weekly	70
Monthly	59
Annually	13
Less than annually	12
Never	5

35

Question 4: What would encourage you to use the library more often? (Non-users)

- not sure, I use it primarily for inter-library loan pick-up of research materials
- End of covid pandemic
- No masks
- Will use it more often now that I am retired, and kids are in college.
- Toddler Playtime/ Story Time
- Activities for toddlers.
- Do you have a cafe/coffee shop? Some libraries have this and it makes a welcome addition. Also, like comfy couches
- I'm not sure.
- Families & children's events

Question 5: How would you prefer to interact with the library in the future? (Non-users)
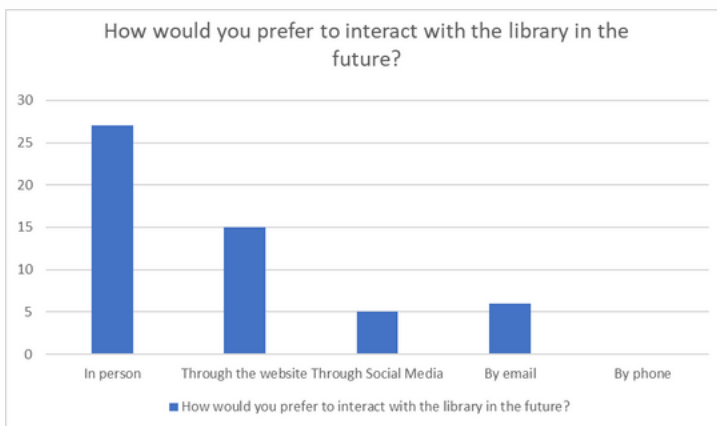
In person	27
Through the website	15
Through social media	5
By email	6
By phone	0

Question 6: How do you interact with the library currently? (Current users)
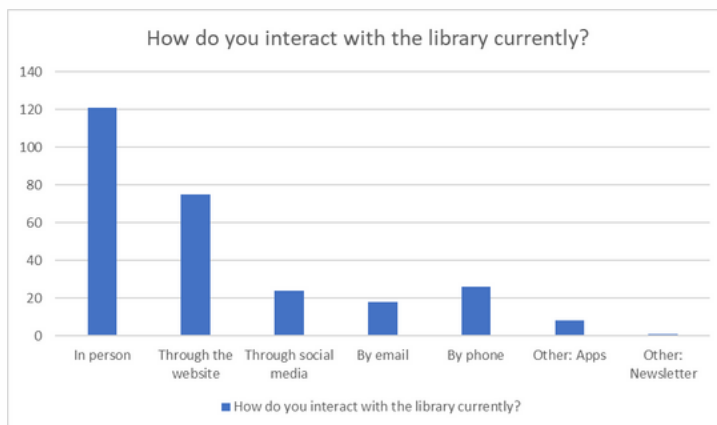
In person	121
Through the website	75
Through social media	24
By email	18
By phone	26
Other: Apps	8
Other: Newsletter	1

Question 7: How would you like to interact with the library in the future?

- All of the above
- Through these same ways, including email & phone
- phone or in person after the pandemic
- I like downloading eBooks when available but do visit library for books that are only available in hard copy.
- TikTok
- in person! I can't figure out how to set up an acct on the website
- In person, Libby/Hoopla, library website
- Electronically would be great!
- In person, phone, text, website
- Get back in to the habit of in person

Question 7: How would you like to interact with the library in the future? (continued)

- An app
- More hours of operation
- In person, internet with s USER FRIENDLY system
- Access to more books- eBooks. Go through both Libby and hoopla allotment every month.
- I appreciate prompt digital responses, as I think most people do these days. I recognize that this requires staff availability and training. I would love to see a well-developed online presence. However, the most important library service for me is the physical library and librarians. I would love extended hours so I can drop by later in the evenings. Weekend availability is also important for working families. Parents can't always afford to stay home and attend early story hours and children's library times don't often accommodate the families who need these services the most. Let our library lead the way.
- I am an avid eBook reader. I enjoy this service of the library and intend to continue to avail myself of it.
- Libby

## Question 8: What are your main reasons for visiting the library or using its services?
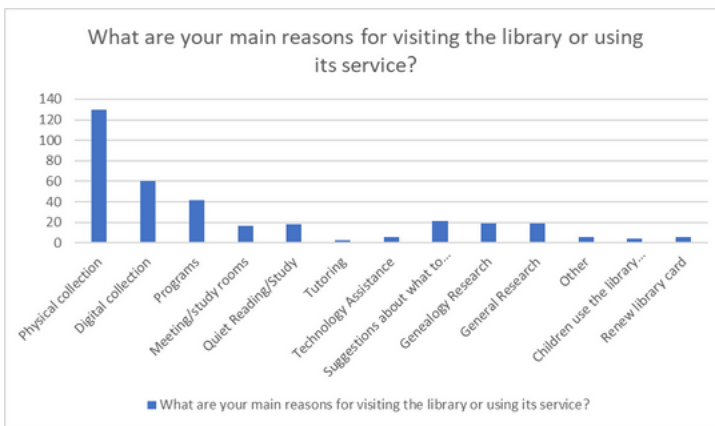
Physical collection	130	37%
Digital collection	60	17%
Programs	42	12%
Meeting/study rooms	17	5%
Quiet reading/study	18	5%
Tutoring	3	1%
Technology Assistance	6	2%
Suggestions about what to read/watch	21	6%
Genealogy research	19	5%
General research	19	5%
Other	6	2%
Children use the library after school	4	1%
Renew library cards	6	2%

'Other submissions:
- Storytime, book sales, museum passes
- Reading things that will get my mind on anything other than politics.
- Storytime, crafts for kids
- Purchasing books from the book sale
- Friends' sales
- Book sale
- Personal interactions are important
- Friends of the library sales
- 3d printer, used books
- Kids section, puzzles
- Strong early childhood library

Question 9: Were you able to find the item or service you were looking for on your last use of the Douglas Library?
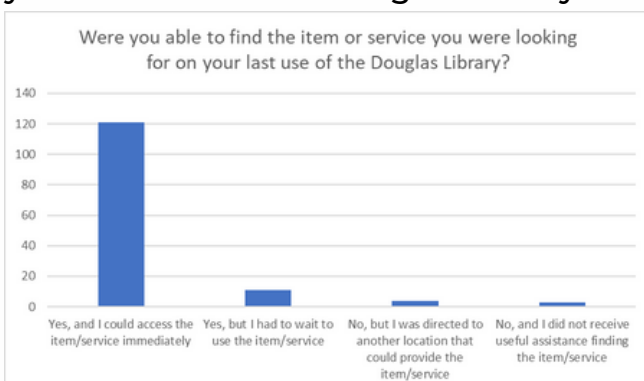
Yes, and I could access the item/service immediately	121
Yes, but I had to wait to use the item/service	11
No, but I was directed to another location that could provide the item/service	4
No, and I did not receive useful assistance finding the item/service	3

Question 10: How would you describe the overall service you received?
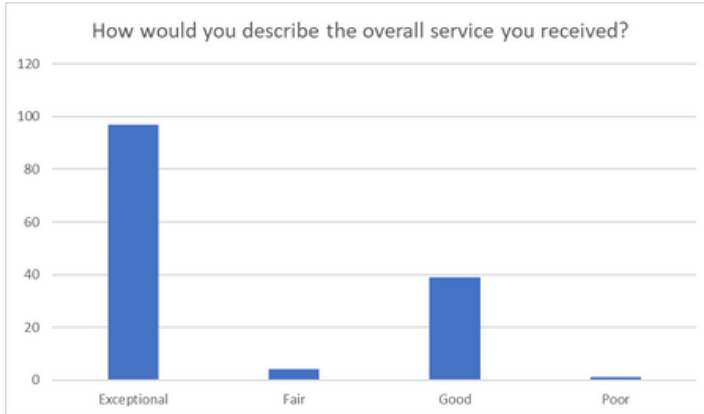
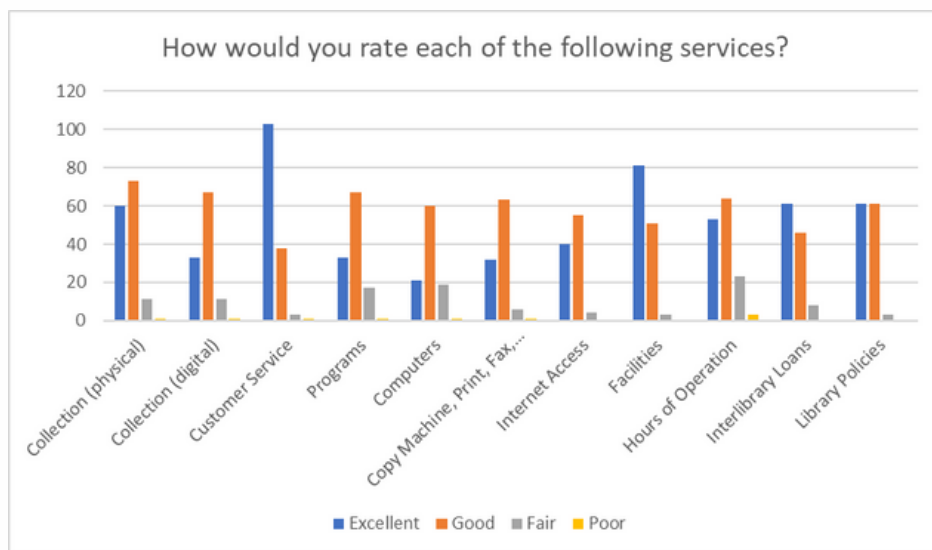| Excellent	27
Fair	15
Good	5
Poor	6
By phone	0

'Other' submissions:
- Staff very friendly
- I didn't receive service because I didn't check out anything

Question 11: How would you rate each of the following services?

	Count				Percent			
	Excellent	Good	Fair	Poor	Excellent	Good	Fair	Poor
Collection (physical)	60	73	11	1	41%	50%	8%	1%
Collection (digital)	33	67	11	1	29%	60%	10%	1%
Customer Service	103	38	3	1	71%	26%	2%	1%
Programs	33	67	17	1	28%	57%	14%	1%
Computers	21	60	19	1	21%	59%	19%	1%
Copy Machine, Print, Fax, Scanner	32	63	6	1	31%	62%	6%	1%
Internet Access	40	55	4	0	40%	56%	4%	0%
Facilities	81	51	3	0	60%	38%	2%	0%
Hours of Operation	53	64	23	3	37%	45%	16%	2%
Interlibrary Loans	61	46	8	0	53%	40%	7%	0%
Library Policies	61	61	3	0	49%	49%	2%	0%

Question 12: How important are each of the following library services to you?
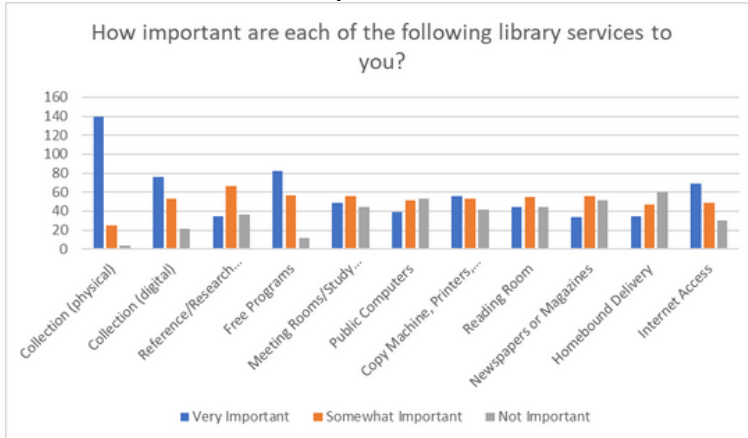
|	Count			Percent		
	Very Important	Somewhat important	Not important	Very Important	Somewhat important	Not important
Collection (physical)	140	25	4	83%	15%	2%
Collection (digital)	76	53	21	51%	35%	14%
Reference/Research Assistance	35	66	36	26%	48%	26%
Free Programs	82	57	12	54%	38%	8%
Meeting Rooms/Study Spaces	49	56	44	33%	38%	30%
Public Computers	39	51	53	27%	36%	37%
Copy Machine, Printers , Fax, and Scanner	56	53	42	37%	35%	28%
Reading Room	44	55	44	31%	38%	31%
Newspapers or Magazines	34	56	51	24%	40%	36%
Homebound Delivery	35	47	60	25%	33%	42%
Internet Access	69	49	30	47%	33%	20%

Question 13: What, if any, existing library services would identify as important that were not included in the previous question?

- I truly appreciate that the employees take the time to get to know the patrons. They are able to tell me about new acquisitions when I arrive. The personal treatment is so needed in this day and age.
- Interlibrary loans
- used book sales
- Library social media accounts
- Community information
- outreach to elementary schools to ensure kids have library cards.
- Children's services
- i would love a way to access things through the internet from home
- Kids programs
- Children's programs
- Nothing needs to be changed to meet my current needs. As the town grows I suspect space may become an issue.
- Storytime
- Book clubs, meetings with authors
- I miss the study carrels that used to be on the main floor! They provided an excellent place to focus.
- Lectures
- Better discounts to educational resources/ museums/ parks

Question 13: What, if any, existing library services would identify as important that were not included in the previous question? (continued)
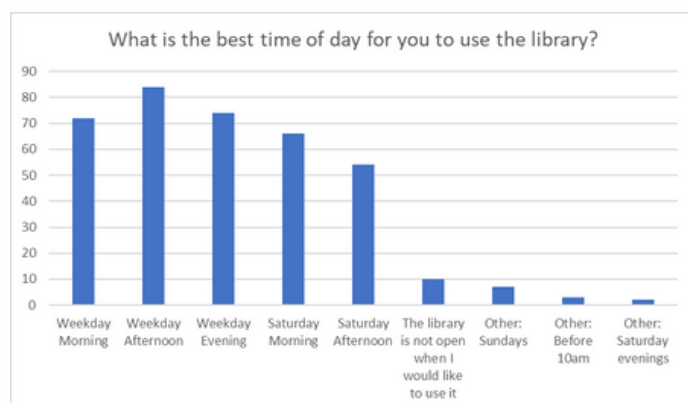
- Hire new employees that are cordial and another act as if they are doing me a favor
- Children's programs/bag of books/puppet
- Interlibrary service, extended to most CT libraries.
- Book sale
- Coffee
- Children's library programs and family literacy outreach.
- would prefer to see less politically correct selections in digital selections and more objective material where I can form my own opinion
- Up to date program information on website and Facebook
- personal interaction with staff - very important
- Non-public Wi-Fi for sensitive materials i.e.: SS, IRS, and others
- Book sales more often and be able to obtain through website for home delivery or pick-up
- used books for sale
- The craft activities for children.
- Children's section is very important.
- Quiet, clean, and safe.
- personnel
- kid's library
- Lobby pick-up was so convenient and a life saver during COVID shut down.
- Fee based programs or programs in partnership with another organization such as Parks & Rec or AHM. Summertime program for children to promote reading. Kids at summer camp at Gilead to visit library or do reading challenges. Challenges are fun way to engage for kids & community.

Question 14: What is the best time of the year for you to use the library?
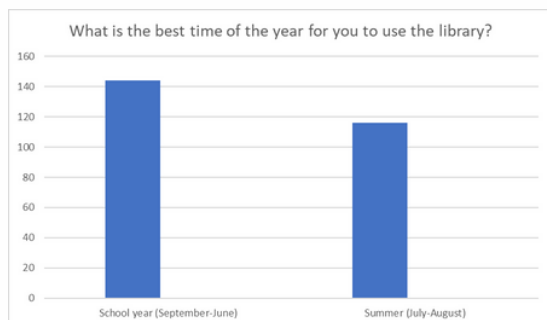
School year (September-June)	144	86.7%
Summer (July-August)	116	69.9%

Question 15: What is the best time of day for you to use the library?

'Other' submissions (with less than 2 submissions)
- No Preference
- Hours are confusing
- Should be open more
- Order online
- Later/longer
- Anytime with Libby
- Varies

	#	%
Weekday Morning	72	42%
Weekday Afternoon	84	49%
Weekday Evening	74	44%
Saturday Morning	66	39%
Saturday Afternoon	54	32%
The library is not open when I would like to use it	10	6%
Other: Sundays	7	4%
Other: Before 10am	3	2%
Other: Saturday evenings	2	1%

Question 16: Do you have any suggestions for new programs or enhancements to existing programs that would improve library services for the Town of Hebron?

- I would love to see the later elementary - middle school collection of books grow, encompassing more recent titles.
- More free make-and-take programs, speakers of interest to adults, more free passes, nature programs/talks for adults.
- More genealogy programs!! You used to offer more, would love to attend programs on learning to research and possibly receive help with current research
- Allowing older 6th graders into teen activities
- I often find the children's library lacking books that I am looking for and often have to rely on interlibrary loans that take at least a week to receive. I also have done some of the children's story hours and find them lacking. I would love a sensory experience or interactions with art.
- More collaboration with local groups and artists in library programming.
- Fewer restrictions on outside groups using the meeting rooms
- Please continue to offer children's programs throughout the year!
- Speakers, such as authors
- It would be great if there was a larger digital collection and if we were allowed more borrows from Hoopla.
- continue with current services
- Nope! Y'all are doing great.
- Continue with the movies
- Open at 10 6 days a week
- More online classes and programs
- More educational events & trips
- Children's programs on weekends or evenings
- More children's programs
- Homeschool programs
- I'll have to give it some thought.
- Library could help people connect to book clubs. Offer more adult programs
- More free toddler programs!
- More adult activities
- Programs for kids who aren't able to get out of school as early as the teen programs
- I love the craft programs! I wish you had more involved and frequent ones for adults. Please bring back the study carrels!
- Lectures on civics
- In person toddler story time/ play time that include lots of music and movement for active little ones! Bubbles, puppets, free play, interactive stories etc.
- Open more hours
- I would like more programming for the fresh out of college population
- Allow non-profit organizations to use the meeting rooms for free. We have limited funds to pay to use meeting space.
- We would love more kids programs (sewing classes, art classes, bubble shows, animal shows, etc.)
- Weekend toddler/children activities
- Adults Ed programs- gardening, photography, dog training, maple syrup, local historical
- Willimantic just started outdoor wi-fi cafe, book bike, free libraries see chronicle article 9/18. Good ideas for Hebron
- Coffee shop
- Keep the children's section well-stocked and the programs coming please!
- I am not impressed with the movie selections in Kanopy at all!! You can discontinue it. I also feel that a lot of content throughout the library reflects the Director's preferences
- Anything child related
- Movie night
- More comfy chairs in the Reading Room. Make it a classic space to read and relax.
- More hands on programs for children with friendly staff.
- Encourage individuals to pay/donate books to electronic collection.
- I often need to get other books outside of the Bibliomation consortium as the collection in Hebron and it's consortium aren't as robust.

Question 16: Do you have any suggestions for new programs or enhancements to existing programs that would improve library services for the Town of Hebron? (continued)

- with the use of technology I believe the library could offer "field trips". Take is to historic places with an interesting connection to the town, state, and encourage people to share their history.
- more copies of digital new releases.
- more elementary programs on weekends or after school.
- work with high school
- more children books in Spanish.
- Program with the police about senior safety, avoiding scams, and avoiding identity theft.
- Reading challenges, contests in partnership with other organizations in town, such as parks and rec, lions, town ctr. project or AHM. Events that promote community. Book clubs for school age kids 1 night a week to read and discuss with group. Legos or stem clubs. Discussions or presentations on current topics such as accepting and appreciating differences and embracing diversity.

Question 17: In your opinion, how does the library benefit you or the community?

- Opportunity to read current books
- Absolutely
- Tremendously
- It gives current and future generations a place to go and learn.
- It is different things to different people. I place to read email, I place to study quietly, a place to access adventure in a book, etc.
- it is an essential part of the community that I support though I rarely use it
- Outside of this unusual pandemic situation, the library is a wonderful place for people in the community to gather, wonderful source for materials especially books, magazines and movies for family viewing. I particularly enjoy going to the free programs and talks that are interesting. The library staff is wonderful and always very helpful and friendly. Thanks for doing this survey and asking for our feedback.
- Libraries are an extremely important part of the community, they benefit all residents young and old in many various ways!
- Gives us access to much more literature and media than we would have at home
- provides information and community
- Having a strong library is key for families with school age children, we love to go and take out a basket of books to enhance our reading; we love to meet friends there; I love that my kids are familiar with the librarians and have learned how to ask questions and get help
- Yes big benefit to the community especially those without a computer or internet access
- To get books and (pre Covid) meet new families through the children's programs
- Free access to a variety of materials.
- Personally I borrow and read a lot of books myself and for my kids. For the community it's important to have a place people can access internet and printers, tax information, as well as information on public services they may need,
- It is a major part of our community as a central location for groups to meet, families to gather, library materials to be used. I would also like to see more connections with the elementary schools in town.
- A welcoming place to sit and read and use of rooms for meetings
- Great for my kids
- It allows members of the community a quiet and free space to work and study, connect with reading materials, and access internet.
- Great asset!!
- Resource center for information, daily living, inspiration, relaxation
- Amazing resources for college students bookworms. Lots of new younger authors which is great.
- It provides computers and a large collection of books to assist with education.
- It's always available
- Provides entertainment

Question 17: In your opinion, how does the library benefit you or the community? (continued)

- The library is essential to our community, giving us access to physical and electronic books, movies and music. Access to the internet for all is another important benefit as well as the multiple programs for kids and adults. The Douglas Library is a real cornerstone of our town.
- Center piece of Hebron
- It is a community anchor.
- Helps increase knowledge of interesting topics
- Builds community
- The library is a valuable resource for my literary and other media needs. I also find it a god resource as a grandparent.
- Gathering place, place to learn from others, source of all kinds of help
- Yes it has been a ray of light for us since we moved here in 2016. Our children love it and so do we
- It provides me with books, and occasionally a DVD, that my home library may not have.
- You were there during the pandemic when we really needed you. We can all take a trip while reading a good book.
- Provides a central location to promote literacy and build community
- It is very important to me.
- I see it as a cooperative arrangement, if I need a resource and don't have it, I can check with you. If you don't have it, I can request you to borrow it or buy it; and there may be books I have that you don't, and I can donate them for other people's use.
- it's provides services not available online.
- I always find what I need. The staff is helpful, friendly and resourceful.
- A great resource for the community. It is essential to keep kids reading
- It allows for our community to access free material to help us inform ourselves about current events as well as provides us opportunities to read leisurely. I believe the library is an essential element to a high functioning community.
- I borrow books frequently.
- Libraries are the life blood to any community
- yes. feel strongly
- Has a lot of resources available
- This library is amazing. Please know that you are one of my favorite places in the world. You bring the community together and are a level playing field where everyone (regardless of income) can benefit from reading, learning, technology, etc.
- It is the best service on any number of services.
- Builds a love of learning in children starting at a young age
- The library is essential! Always have books on hand and would be lost without them!!
- Access to books
- Reading is critical and while digital sources are available nothing beats a physical book. Especially true for our young readers
- Our library and staff are wonderful. They are kind, professional, helpful and caring. They are attentive and they listen and have a very good relationship with its patrons. They interact with patrons and are truly interested in hearing thoughts on books and helping me find books that would interest me :)
- Allows us to access books and DVDs for free, also through the book sales
- Hugh part of the town center, wonderful resource for families and adults.
- The library is a HUGE part of our life because we love books and reading and makes us happy just being at the library. We love the holiday parties too!
- Free available space for learning
- Yes, but would like to see more programs. In my other community we nearly lived at the library because of programs, the kids group that way and then it became the place to meet up JR kids. Which was a good feeling for parents
- I absolutely love this library. I love the peace and quiet and it's a safe space to hang out!!! Excellent offerings
- Meeting place. Unfortunately the library isn't a place I typically think of when I need a meeting space, research, quiet reading place, or printing services. I think you have a marketing problem. I am a graduate student that lives 2 hour from my university and this is the first time I've heard of the Douglas Library.
- Community resource for connection with others.

Question 17: In your opinion, how does the library benefit you or the community? (continued)

- I feel strongly that a well-stocked and funded library is the cornerstone of a community. In the US we talk a lot about effort and hard work leading to success, well the library provides the space and resources to make that possible. The library is a clean, air conditioned, free space where people of any age are welcome. It is a resource I leaned on heavily in times when I had little or no money and needed a safe place for myself and my son to connect with resources for education or entertainment. I have charged my phone there after storms and the staff has helped me report outages when I had no power/service to do so myself. I have used the Wi-Fi and computers to apply for jobs. I have written college papers there when my apartment was blistering hot and far too loud. Years later my son wrote his own papers in the same quiet spaces. I passed summers when I didn't have ac reading endless books to my child in this library and watching him play quietly with other children using books and toys that I could not have afforded on my own. He made crafts and forged friendships in the library. I am a happy and successful educator who raised a happy and successful high school graduate because of this library. It has so immeasurable value.
- I do like being able to borrow books online but recently have noticed that selections are limited and recent fiction is severely limited
- I think it is so important for everyone to have access to reading materials and information and the library is a safe space that people can go to access those resources at no additional cost.
- Free access to new books, welcome center for everyone
- Can do research
- An overall great asset to the community.
- The library is a priceless resource. This community would suffer greatly should we lose any of the services provided.
- The Library benefits our whole community just as it was intended to.
- Bringing the community together and providing books and materials.
- Community events; place of knowledge and information for all
- Shared resource, meeting rooms
- very well
- Very important part of our community. We have attended educational meetings here. I love the digital audiobook availability. Libraries are an essential part of the community.
- Yea
- Access to relatable resources and current texts.
- I love our library – It's great that the most up-to-date books are available as well as donated books for sale
- It is the best place for people that enjoy literature.
- Enhanced community engagement
- Immensely, by providing wholesome activities
- Has current book and audio releases, provides programs, access to computers, copiers when needed, discounts on places- amazing an
- It opens to world to anyone who chooses to explore. It helps satiate curiosity. Computer helps those who don't have them. Programs and guest speakers induce creativity. Community is precious part of society that we all should strive to flourish.
- Great source of personal entertainment reading.
- it's a positive benefit and has programs to encourage participation
- central place for ideas, programs, and lending materials
- unable to afford to buy books and I need to read daily.
- It allows my preschooler practice of being in public in a place with good COVID protocols.
- The library is very important to the community.
- Quiet, clean, safe place to read. A destination for news, books, information, and stories. .
- Gives access to materials I would not normally have.
- It allows access to free books, DVDs, and informational programs
- A+
- personal interactions, books and movies I wouldn't buy, suggestions
- Provides necessary services to others who may not be able to afford. Serves all ages in community. Always a welcoming atmosphere.
- books make life better

Question 17: In your opinion, how does the library benefit you or the community? (continued)

- Great benefit as community meeting space, education and entertainment/programs. Keep up the good work.
- serves all ages and income levels. Entertainment and information available to all.
- Great learning facility
- Love the library- our cultural hub.
- Library is a place in town for people with any and all diversities to go to learn, share and grow together as one community.
- I feel the library is the heart of the town!

Question 22: What is your zip code?
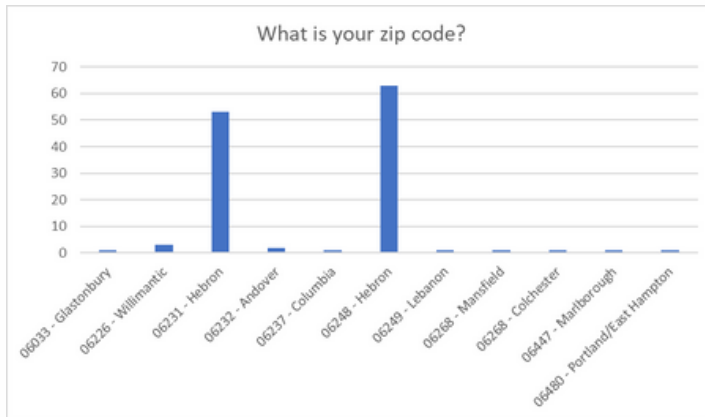
06033 - Glastonbury	1
06226 - Willimantic	3
06231 - Hebron	53
06232 - Andover	2
06237 - Columbia	1
06248 - Hebron	63
06249 - Lebanon	1
06268 - Mansfield	1
06268 - Colchester	1
06447 - Marlborough	1
06480 - Portland/East Hampton	1

Question 23: What is your age?
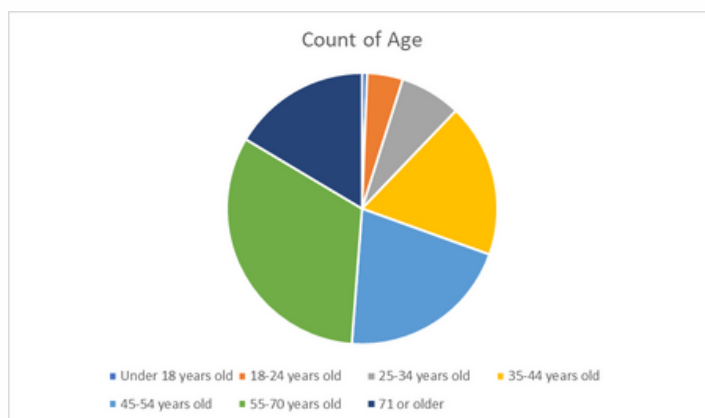
Under 18 years old	1	1%
18-24 years old	7	4%
25-34 years old	12	7%
35-44 years old	30	18%
45-54 years old	34	21%
55-70 years old	53	32%
71 or older	27	16%

Question 24: What is your gender identity?
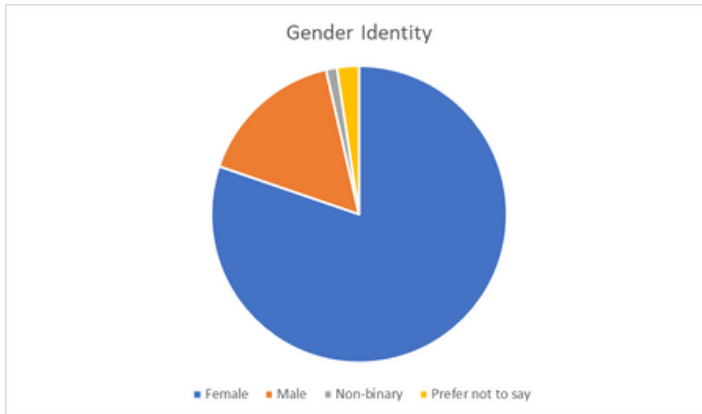
Female	134	80%
Male	27	16%
Non-binary	2	1%
Prefer not to say	4	2%

Question 25: Are you of Hispanic, Latino, or Spanish origin?
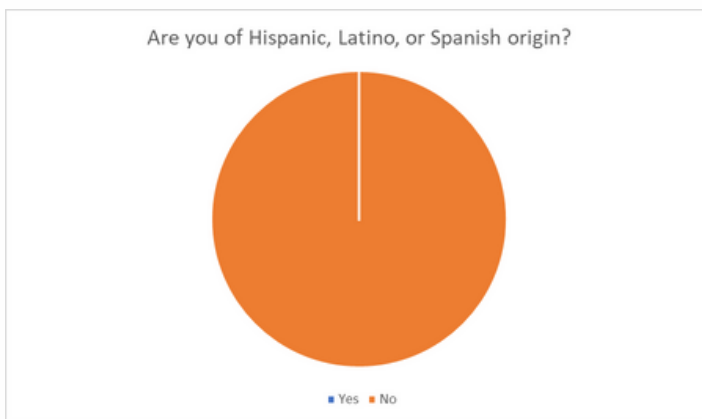
Yes	0
No	161

Question 26: How would you describe yourself?
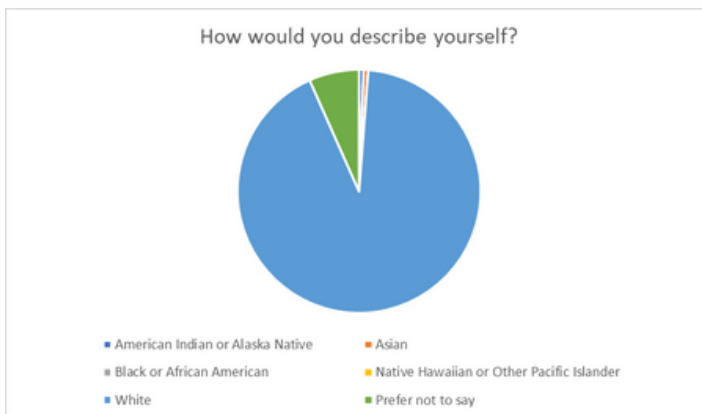
American Indian or Alaska Native	1
Asian	1
Black or African American	0
Native Hawaiian or Other Pacific Islander	0
White	152
Prefer not to say	11

'Other' submissions
- PR
- Prefer not so say
- Born in America
- Irish-Italian American
- Nice person.
- American

APPENDIX III
COMMUNITY PARTNERS SURVEY

Douglas Library of Hebron
Library Partner Questionnaire

Thank you for taking the time to fill out this survey. Your answers will help to determine the future of the Douglas Library as we update our strategic plan. Completed surveys can be returned to the Douglas Library before September 30, 2021. If you prefer to participate electronically, a digital version of this survey can be found on douglaslibrary.org.

This Survey is meant to be filled out from the point of view of the organization that you represent. If you would like to give input to the library as an individual, please fill out the individual survey as well (available on douglaslibrary.org or at the main desk of the library).

1. For which local organization are you providing responses? If you would like to respond for multiple organizations, please fill out the survey multiple times.

   _____

2. Have you used any services at the Douglas Library to support the work of your organization?

   Mark only one oval.

   ( ) Yes   *Skip to question 3*
   ( ) No   *Skip to question 4*

3. What services have you used to support your organization?

   Check all that apply.

   [ ] Check out items from the physical collection (books, movies, audiobooks, Wi-Fi hotspots, etc)
   [ ] Check out items from the digital collection (e-books, e-audiobooks, streaming video, museum passes, etc.)
   [ ] Programs
   [ ] Meeting/Study rooms
   [ ] Quiet Reading/Study
   [ ] Tutoring
   [ ] Technology Assistance
   [ ] Reading/Watching Suggestions
   [ ] Copy Machine, Printers, Fax
   [ ] Wi-Fi
   [ ] Public Computers
   [ ] Genealogy Research (Ancestry)
   [ ] General Research
   Other: [ ] _____

4. How else can the Douglas Library help to support your organization's mission?

_____

_____

_____

_____

_____

Skip to question 6

5. What, if any, services can you think of that the library could offer that would be of use to your organization?

_____

_____

_____

_____

_____

6. What is the best time of year for you use the library?

Check all that apply.

☐ School-year (September - June)
☐ Summer (July - August)

7. When is the best time of day for you to use the library?

Check all that apply.

☐ Weekday Morning (10 a.m. - 12 p.m.)
☐ Weekday Afternoon (12 p.m. - 5 p.m.)
☐ Weekday Evening (5 p.m. - 8 p.m.)
☐ Saturday Morning (10 a.m. - 12 p.m.)
☐ Saturday Afternoon (12 p.m. - 3 p.m.)
☐ The library is not open when I would like to use it

8. Do you have any suggestions for new programs or enhancements to existing programs that would improve general library services for the town of Hebron?

9. Would you allow the Strategic Plan Committee to potentially contact you for follow up questions?

Mark only one oval.

◯ Yes   *Continue to question 10*

◯ No   *Skip to end of survey*

---

10. Name

_____

Only answer these if you replied 'Yes' to question 16.

11. Phone

_____

12. Email

_____

Thank you for taking the time to complete this survey! Please return it to the main desk at the Douglas Library. The updated strategic plan will be posted on douglaslibrary.org in 2022.

APPENDIX IV
COMMUNITY PARTNERS SURVEY RESULTS

RHAM Middle School
- Have you used any services at the Douglas Library to support the work of your organization?
  - Yes
- What services have you used to support your organization?
  - Small Meeting/Event Space;Quiet Reading/Study;Tutoring;Frequently have tutors meet at the library and recommend that students use the library to check out books for summer reading or school use
- How else can the Douglas Library help to support your organization's mission?
  - I appreciate the support that you currently provide
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Unsure
- What is the best time of year for you to use the library?
  - School-year (September - June);Summer (July - August)
- When is the best time of day for you to use the library?
  - Weekday Afternoon (Noon - 5 p.m.);Weekday Evening (5 p.m. - 8 p.m.)
- Do you have any suggestions for new programs or enhancements to existing programs that would improve general library services for the Town of Hebron?
  - None at this time

Hebron Public Schools
- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Summer reading programs and enrichment partnerships (STEAM or others)
- What is the best time of year for you to use the library?
  - School-year (September - June);Summer (July - August)
- When is the best time of day for you to use the library?
  - Weekday Afternoon (Noon - 5 p.m.);Weekday Evening (5 p.m. - 8 p.m.);Saturday Morning (10 a.m. - Noon);Saturday Afternoon (Noon - 3 p.m.)

Hebron Elementary School Library

- Have you used any services at the Douglas Library to support the work of your organization?
  - Yes
- What services have you used to support your organization?
  - Check out items from the physical collection (books, movies, audiobooks, Wi-Fi hotspots, etc);Check out items from the digital collection (e-books, e-audiobooks, streaming video, museum passes, etc.)
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What is the best time of year for you to use the library?
  - School-year (September - June);Summer (July - August)
- When is the best time of day for you to use the library?
  - Weekday Morning (10 a.m. - Noon);Weekday Afternoon (Noon - 5 p.m.)

Hebron Parks and Recreation (2 responses)

- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Meeting/class space
- What is the best time of year for you to use the library?
  - School-year (September - June);Summer (July - August)
- When is the best time of day for you to use the library?
  - Weekday Morning (10 a.m. - Noon);Weekday Afternoon (Noon - 5 p.m.);Weekday Evening (5 p.m. - 8 p.m.) Possibly during PREP hours

Hebron Parks and Recreation (2 responses)

- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Meeting space. The restrictions on space use make it impossible to use and count on.
- What is the best time of year for you to use the library?
  - School-year (September - June)
- When is the best time of day for you to use the library?
  - Weekday Evening (5 p.m. - 8 p.m.);Saturday Morning (10 a.m. - Noon);Saturday Afternoon (Noon - 3 p.m.);Sunday afternoon
- Do you have any suggestions for new programs or enhancements to existing programs that would improve general library services for the Town of Hebron?
  - I'm not sure. Would need to brainstorm on that.

St. Peter's Episcopal Church

- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Both the library and the church have great meeting space and we might consider future ways of collaborating to benefit the wider community. We can hold as many as 120 in chairs safely and have special protections. Promoting programs like the online racism training we are launching November 1 and we could promote your book groups that you just got your grant. we could promote one another's events. Do book drives together.
- What is the best time of year for you to use the library?
  - School-year (September - June)
- When is the best time of day for you to use the library?
  - During the week we rarely are here to take advantage of the library. I know some older persons value the computers available.
- Do you have any suggestions for new programs or enhancements to existing programs that would improve general library services for the Town of Hebron?
  - We think you do a great job reaching out to the wider community

Hebron Interfaith Human Services

- Have you used any services at the Douglas Library to support the work of your organization?
  - Yes
- What services have you used to support your organization?
  - Large Meeting/Event Space; Quiet Reading/Study
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- When is the best time of day for you to use the library?
  - It would vary depending on the program/ event.
- Do you have any suggestions for new programs or enhancements to existing programs that would improve general library services for the Town of Hebron?
  - No

Hebron Interfaith Human Services

- Have you used any services at the Douglas Library to support the work of your organization?
  - Yes
- What services have you used to support your organization?
  - Small Meeting/Event Space;Tutoring;Wi-Fi
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Yes
- What is the best time of year for you to use the library?
  - School-year (September - June)
- When is the best time of day for you to use the library?
  - Weekday Morning (10 a.m. - Noon);Weekday Afternoon (Noon - 5 p.m.);Weekday Evening (5 p.m. - 8 p.m.)

Town Center Project

- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Unsure
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Our goal is creating community, perhaps we could hold some of our planned Community Chorus practices downstairs? Meeting space for our Board meetings, encourage visitors to add their family history to the map downstairs. Coordinate a history exhibit about July 4th, (what it meant at the founding of our country and what it means today).to line up with our celebration on that day at the old Town Hall. I believe that a library is the true heart of a town, TTCP would love to work with you on any project that might encourage more people in Hebron to come together with common purpose. We're open to suggestions!
- When is the best time of day for you to use the library?
  - Weekday Evening (5 p.m. - 8 p.m.);Saturday Morning (10 a.m. - Noon);Saturday Afternoon (Noon - 3 p.m.)

Hebron Interfaith Human Services

- Have you used any services at the Douglas Library to support the work of your organization?
  - No
- Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?
  - Unsure
- What, if any, services can you think of that the library could offer that would be of use to your organization?
  - Faith Based Book Club; Support the lending library; any webinars/seminars that are community based (we can use our eNews to help advertise).
- What is the best time of year for you to use the library?
  - School-year (September - June);Summer (July - August)
- When is the best time of day for you to use the library?
  - Unsure

A few graphs...

Have you used any services at the Douglas Library to support the work of your organization?
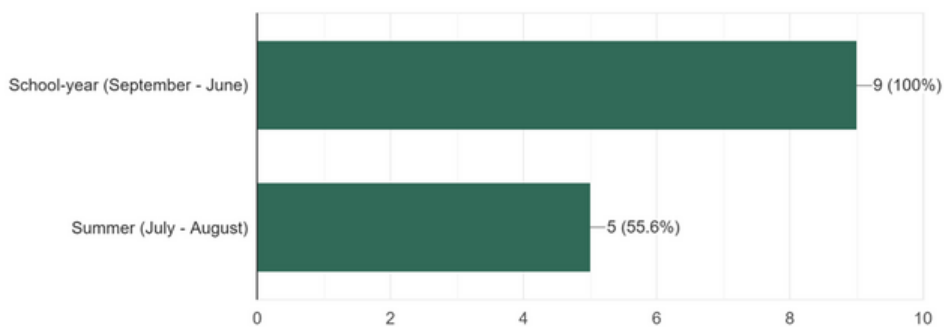
11 responses

- Yes
- No

63.6%

36.4%

A few graphs... (continued)

Would your organization be interested in co-sponsoring programs with the Douglas Library in the future?

■ Yes ■ No ■ Maybe
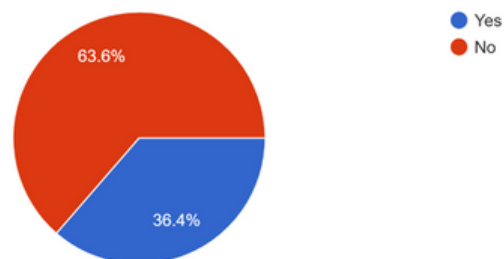
What is the best time of year for you to use the library?
9 responses

Category	Value
School-year (September - June)	9 (100%)
Summer (July - August)	5 (55.6%)

When is the best time of day for you to use the library?
11 responses

Category	Value
Weekday Morning (10 a.m. - N...	4 (36.4%)
Weekday Afternoon (Noon - 5...	6 (54.5%)
Weekday Evening (5 p.m. - 8 p...	6 (54.5%)
Saturday Morning (10 a.m. - N...	3 (27.3%)
Saturday Afternoon (Noon - 3 p...	3 (27.3%)
The library is not open when I...	0 (0%)
Possibly during PREP hours.	1 (9.1%)
During the week we rarely are...	1 (9.1%)
I'm not sure.	1 (9.1%)
It would vary depending on the...	1 (9.1%)
Sunday afternoon	1 (9.1%)
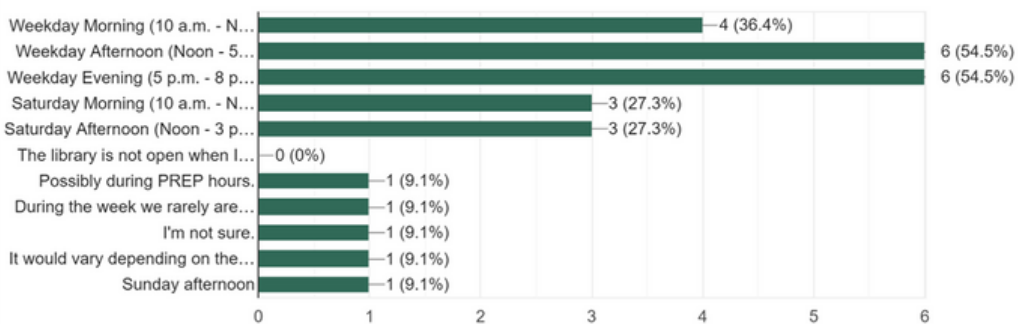
APPENDIX V
COMMUNITY FORUM SUMMARY

Date: February 28, 2022 from 7-8:30PM
Venue: Zoom

Agenda:
- Call to order (7:00 p.m.)
- Overview of evening (7:05 p.m.)
- Introductions (7:10 p.m.)
- Discussion (7:15 p.m.)
- Conclusion (8:25 p.m.)

Discussion Questions:

1. What do you consider to be the values of this community? Does the Douglas Library share to those values?
   a. Small town feel.
   b. Close knit community.
   c. Focus on local history.
   d. It is important for the library to let local groups use the space for meetings
2. What are the elements that make an ideal public library?
   a. Access and availability of items.
   b. Excellent staff.
   c. Staff has solid knowledge of research.
   d. The staff knows the preferences of their customers.
   e. Sharing local history.
   f. Offers day trips.
   g. Everyone should feel comfortable in the library
   h. Would like to see more programming to engage young people in reading
   i. Reflecting what our community looks like, but also what other people look like.
   j. More technology help. Used to have ½ an hour where anyone could come in.
      i. Morning or afternoon would be the best time to bring this service back
   k. Discounted tickets to museums.
      i. Need to advertise better. Maybe distribute bookmarks with HIHS.
   l. Love the Friends of the Library Book Sales.
   m. Love NYT crossword printout.
   n. Good selection.
   o. **Suggested goals**
      i. **Increase quantity of children's programs.**
      ii. **Reinstate technology assistance programs.**
      iii. **Improve marketing of library services among all demographics.**
3. What would make it easier for you to attend more programs at the library? To use library materials (more often)?
   a. Programming time doesn't always line up with availability.
      i. Morning sessions and evening sessions.
   b. Craft programs are terrific.
   c. Love to see more open hours and standardized hours
      i. This is a popular suggestion
      ii. Standardized hours during the week is more important than Sunday hours.

    d. Programs should be free to attend.

    e. Interesting speakers.

    f. Make the catalog easier to use.

        i. Autocorrect would be a useful tool

    g. Longer loan periods, particularly on DVDS.

    h. Morning programs for adults.

        i. Multiple people wanted this.

        ii. Partner with the senior center to make sure that people can and will come.

    i. **Suggested goals**

        i. **Standardize library hours during the week (10AM-8PM, M-F). Expand Saturday hours to 5PM.**

        ii. **Increase number of adult programs held during the day.**

4. How can the Douglas Library better understand and respond to the needs of our patrons?

    a. Suggestion box

    b. Possible to hold focus groups with young teens. Need to find ways to communicate.

    c. Reach out to art departments in schools to do student art shows.

    d. **Suggested goals:**

        i. **Partner with schools to host events that will draw school-aged children and their parents into the library (i.e. art shows)**

5. Do you primarily use another library besides the Douglas Library? If so, why? What programs and/or services do you see at other libraries or organizations that you wish the Douglas Library offered?

    a. Marlborough Library was able to receive ILL items more quickly (due to their consortium).

    b. Marlborough video selection is better.

    c. Colchester, Columbia and Lebanon have outdoor programs. Bridge is getting built in the back. Would like more of these.

    d. Craigin – Rice or water table. Good under 5 program there. Sensory program.

    e. Maybe set-up permanent outdoor space for programs

    f. Love lunches at the libraries. Eating outside.

    g. Use the memorial garden for storytimes.

    h. **Suggested goals**

        i. **Increase outdoor programming, especially for children.**

        ii. **Make outdoor space more conducive to programming and recreational use.**

6. Do the library's technology offerings meet your needs?

    a. No real responses to this one. These individuals do not use our technology. There was mention having more technology programs earlier in the discussion.

7. Do you feel welcome, comfortable and safe in the Douglas Library?

    a. Like home.

    b. Would like more rocking chairs.

    c. Better security camera coverage in nooks and crannies.

    d. Glass case is well decorated.

    e. Building design is strange. No people when you walk in.

    f. Would be nice to have staff out front, but maybe not the best use of staff time. Maybe way to do virtually with cameras?

    g. Would like to use the Front Door for entry.

    h. Perhaps have a digital display in entryway welcoming people to the library and giving people some direction.

    i. Better signage to get upstairs. Maybe display that automatically welcomes when comes in the door?

    j. **Suggested Goals**

        i. **Improve signage in the lobby to make the library more welcoming.**

        ii. **Increase the coverage of security cameras throughout the building.**

8. Do the current hours of the Douglas Library fit your needs?

    a. "I don't know when the library is open. I always have to check. It needs to be consistently open every day."

        i. Everyone agrees with this.

    b. Earlier than 10AM is not necessary and 8pm is probably late enough.

    c. Prefer consistent weekday over Sunday hours.

    d. Would appreciate if the library was open later on Friday nights

        i. This would be good for programming

    e. Library should be open past 3PM on Saturday

    f. Increase size of library hours on window so they can be read from your car.

    g. I love the lockers!

    h. **Suggested goals**

        i. **Standardize library hours during the week (10AM-8PM, M-F). Expand Saturday hours to 5PM.**