



Dighton Public Library

Strategic Plan for Fiscal Years 2014 - 2019

Approved by the Board of Trustees of the Dighton Public Library

September 13, 2012

Table of Contents

Acknowledgements	3
<i>Strategic Planning Committee</i>	3
<i>Board of Trustees of the Dighton Public Library</i>	3
<i>Massachusetts Library System Consultant</i>	3
<i>Staff of the Dighton Public Library</i>	3
Introduction	4
Strategic Plan Methodology	4
Assessment of User Needs	5
Mission	6
Vision	6
Goals, Objectives and Activities for Fiscal Years 2014 – 2019	7
Addendum A	12
<i>Results of SOAR Analysis</i>	12
<i>Grouping SOAR analysis by category:</i>	15
<i>Word Clouds</i>	17
Addendum B	20
<i>Raw data gathered from strategic Planning Meeting at the Dighton Public Library</i>	20
Addendum C	22
<i>Grouping Trustee input and staff input (Trustee additions in red)</i>	22
Addendum D	23
<i>Survey</i>	23
Addendum E	26
<i>Survey Analysis</i>	26
Addendum F	29
<i>Long-Range Planning</i>	29

Acknowledgements

Strategic Planning Committee

Ray Badger, Dighton Elementary School Technology Specialist
Rachel Beagan, Parent and Educator
Ginny Berube, Former Trustee
Becky Casey, Dighton Elementary and Dighton Middle School Library
Eric Easterday, Local Business Owner, Readmore Books
Erin Ferry, Patron and volunteer
Nancy Goulart, Finance Committee
Patty Grealish-Rust, President of the Friends of the Dighton Public Library
Evan Hubley, Teen representative and volunteer
Zach Lapointe, Teen representative and volunteer
Anne O'Connor, Patron
Tom Pires, Board of Selectmen
Michelle Tuffile, Parent and Educator

Board of Trustees of the Dighton Public Library

Ron O'Connor, Chair
Alison Cembalisky, Secretary
EveMarie Cabral

Massachusetts Library System Consultant

Deb Hoadley

Staff of the Dighton Public Library

Jocelyn Tavares, Library Director
Britt Grealish-Rust, Circulation
Phyllis Haskell, Technical Services & Adult Services
Lorie Van Hook, Youth Services
Scott Haskell, Library Page and Custodian

Introduction

The Strategic Plan for the Dighton Public Library, Fiscal Years 2014 – 2019, is a revision of the Strategic Plan dated 2005 – 2010. The mission, vision, goals and objectives have been updated to reflect changes to the community and library. This document will serve as a planning guide for library programming and services for the next five years.

Strategic Plan Methodology

The Dighton Public Library's approach to this long-range planning follows the Massachusetts Board of Library Commissioners requirements for strategic planning. Elements from the Public Library Association's *Planning for Results* were used, and consultation with Massachusetts Library System advisors assisted in the process.

The first meeting with the Strategic Planning Committee was Thursday, January 19, 2012, and facilitated by the Director. The Committee was directed to offer their feedback in a focus group-like setting using a S.O.A.R. analysis of the Dighton Public Library.

The S.O.A.R. analysis defines the Dighton Library's **S**trengths, **O**pportunities, **A**spirations and **R**esults. All feedback was recorded and maintained by the Director and shared with Deb Hoadley, the Massachusetts Library System consultant who facilitated the second meeting. She created a word cloud using these results, which highlighted the frequency some words appeared during focus group discussion. A similar S.O.A.R. exercise was done with both library staff and the Board of Trustees.

The second meeting with the Strategic Planning Committee was Thursday, February 16, 2012. Deb Hoadley facilitated this meeting, in which she led a Community Vision Statement exercise. Committee members defined their vision of an ideal Dighton community and then prioritized the ideas presented, based on member voting results.

Following the visioning exercise, a library survey was created to gather library patron input on current services, materials and programs. This survey was available to the public in print at the library and at library programs; and online via Survey Monkey through the library website, email newsletter and Facebook page. The survey was accessible for a month's time.

The goals, objectives and activities were drafted in consult with the feedback from these meetings and analysis of the survey results. The goals, objectives and activities evolved from initial feedback to a formal document with the input of the Board of Trustees, library staff and Strategic Planning Committee.

A wrap-up meeting with the Strategic Planning Committee took place on Thursday, September 6. The writing process was explained, and the Committee had the opportunity to review and add any additional comments. The final version of the plan was submitted for approval by the Dighton Board of Trustees at the September 2012 board meeting.

Assessment of User Needs

There were several recurring themes that appeared as a result of discussions with the Strategic Planning Committee and in feedback from the library survey. Dighton continues to remain a small, rural community, but one that has seen a 14.75% increase in population since the 2000 census. Dighton remains a residential, family oriented community; 35.8% of households in the town have children under 18. The other trend that mirrors national demographic trends is the aging population, of which 16.4% of Dighton's population is over the age of 62.

Dighton is a bedroom community, with many residents commuting to work in nearby Providence, R.I., or Boston. There are many active recreational, sporting and club activities for families and children, especially within club and school athletics and scouting. As such, there is a challenge in reaching busy residents to engage them in town or civic activities. Additionally, families and older adults are facing economic obstacles which impact how active, willing and able they are in being involved in the community.

Committee members expressed concern with the condition of town buildings and infrastructure, alongside the continuing increase of Dighton's population. Local schools, public safety facilities, the library and the Town Hall are all locations that are affected by these town trends. As a result, key ideas from this exercise include:

- **Capital Plan or Strategic Plan should be established for the town.** The Committee expressed interest in seeing long-term planning for the town that would anticipate population trends and community needs.
- **Recreational activities.** Committee members and survey analysis indicated that there is a desire for access to affordable multi-functional activities for all age levels. Specific issues that came up through the survey analysis are that residents may be interested in participation, but personal leisure time is at a premium; and with no public transportation in Dighton, individuals may be unable to attend recreational activities.
- **Awareness of town happenings.** Residents are looking for effective ways of finding out what is happening in Dighton, whether it is information that affects the municipality, or opportunities for social engagement.
- **Education.** Input from the committee and survey indicated that there is a desire for stronger collaboration with the schools, homeschool parents and continuing education opportunities for adults.
- **Technology.** There is recognition of the public library as a place that residents can learn about new technology, test it out and find support.

Mission

The Dighton Public Library is the place Dighton turns to for the discovery of ideas, the joy of reading and the power of information. We maintain and improve the quality of life for all citizens, from infant to elder, by providing open access to resources that enhance and contribute to individual knowledge, skills, enlightenment, and enjoyment for the 21st Century.

Vision

The Dighton Public Library (DPL) is committed to achieving and maintaining excellence in providing public library services to the community.

The DPL is a robust community resource, acting as an information and communications exchange for current data on community organizations, local government, issues and services.

The DPL provides collections and programs that maintain the interests and needs of the Dighton community, balancing Dighton's desire of new formats with the comfort of traditional formats.

The DPL is an inclusive and welcoming environment. The DPL will assess its current use of space, comfort levels, and usability for all, while planning for the future needs and wishes of the Dighton community.

The DPL is a technological resource for the town of Dighton, as a cost effective alternative in offering training, digital programs, services and collections.

The staff of the DPL provides service in an efficient, knowledgeable, professional and friendly manner.

The Dighton Public Library is an authority on local history, as well as knowledgeable in best practices of preservation of Dighton's local artifacts.

Goals, Objectives and Activities for Fiscal Years 2014 – 2019

Goal One: The Dighton Public Library will be a community center for Dighton.

Objective 1: The library will be recognized as a community leader in the happenings of Dighton.

Activity 1: The DPL will be aware of topics of local interest and convene community discussions, social gatherings and programming. (FY 2014 – FY 2019)

Activity 2: The DPL will foster intergenerational gathering, civic engagement and volunteerism by planning programs and services that allow interaction between residents and other community groups. (FY 2014 – FY 2019)

Activity 3: The DPL will offer recreational programs for children, teens and adults every month. (FY 2014 – FY2019)

Activity 4: The DPL will be a participant in community events and celebrations. (FY 2014 – FY 2019)

Objective 2: The DPL will strive to ensure Dighton residents are aware of and have access to community resources and information.

Activity 1: The DPL will maintain the community bulletin board in library entrance. (FY 2014 – FY 2019)

Activity 2: The DPL will create a community information page on the library website. (FY 2014)

Activity 3: The DPL will share town news and events information through the library website, social media, bulletin board and newsletter. (FY 2014 – FY 2019)

Objective 3: The DPL will engage in community collaborations to strengthen the town's awareness of community needs.

Activity 1: The DPL will communicate findings of the library's strategic planning process and subsequent action plans to the public, Board of Selectmen, Finance Committee and Dighton's Master Plan Committee. (FY 2014 – FY 2019)

Activity 2: The DPL will collaborate and communicate with local public and private schools to meet student academic needs. (FY 2014 – FY 2019)

- Activity 3: The DPL will reach out to local business and government and service agencies to create new opportunities for outreach and communication. (FY 2014 – FY 2019)
- Activity 4: The DPL will engage the public by seeking their advice through surveys, forums and other forms of communication to improve library services and meet public demand. (FY 2014 – FY 2019)
- Activity 5: The DPL will share findings from public input with town officials. (FY 2014 – FY 2019)

Objective 4: The DPL will communicate with a clear and consistent voice to share messages of value and interest to the Dighton community.

- Activity 1: The DPL will create and implement a marketing plan for the library. (By FY 2015)
- Activity 2: The DPL will develop an identifiable library brand that is recognizable to all users and residents of Dighton. (By FY 2017)
- Activity 3: The DPL will create a system for the publicity for library events and services. (FY 2014 – FY 2019)

Goal Two: The Dighton Public Library will offer collections, programs and services that meet the needs and demands of Dighton.

Objective 1: The DPL will be aware of tastes and trends in library materials in print, digital and electronic formats.

- Activity 1: DPL staff will use professional and popular journals to be aware of trends. (FY 2014 – FY2019)
- Activity 2: DPL staff will acquire new materials within the guidelines of the DPL collection development policy, and with patron input. (FY 2014 – FY2019)
- Activity 3: The DPL will solicit regular feedback on current quality of materials and potential acquisitions in the form of surveys, suggestion boxes and other communications with users. (FY2014 – FY 2019)
- Activity 4: The DPL will measure the success of the collection and services on a consistent basis. (FY 2014 – FY 2019)

Objective 2: The town of Dighton will view the DPL as a vital resource for its lifelong learning and informational needs.

- Activity 1: DPL staff will weed the collection to remove materials that are inaccurate, not used or of little interest. (FY 2014 – FY 2019)

Activity 2: The DPL will work with schools, homeschool families, town departments, local businesses and local agencies and organizations to support their research and informational needs. (FY 2014 – FY 2019)

Activity 3: The DPL will provide proactive patron advisory services. (FY 2014 – FY 2015).

Objective 3: The Dighton Public Library will provide residents with friendly and knowledgeable staff.

Activity 1: DPL staff will take part in professional training sessions sponsored by the Massachusetts Library System and other organizations. (FY 2014 – FY 2015)

Activity 2: DPL staff will take part in training with the SAILS Library network on circulation system upgrades and consortium service offerings. (FY 2014 – FY 2015)

Goal Three: The Dighton Public Library will improve access to the library both physically and virtually.

Objective 1: The DPL will be a welcoming and comfortable space for the entire community to use.

Activity 1: The DPL will re-evaluate the existing layout in all public and staff areas to optimize usage, comfort and space. (By FY 2015)

Activity 2: The DPL will conduct an ADA study of facilities and programs, starting, but not limited to, the Checklist for Readily Achievable Barrier Removal, and researching compliance measures. (By FY 2016)

Activity 3: The DPL will provide assistive technologies for library users. (FY 2014 – FY 2019).

Activity 4: The DPL will invest in cosmetic projects including, landscaping and flooring. (FY 2014 – FY 2019)

Activity 5: The DPL will develop a website that is useful for library users to use 24 hours a day, 7 days a week, from any computer. (FY 2014 – FY 2019)

Objective 2: The Dighton Public Library's space will be conducive to preserving the collection.

Activity 1: The DPL will monitor and record the environmental quality of the building space with the Massachusetts Board of Library Commissioners' datalogging devices. (By FY 2017)

- Activity 2: The DPL will create and develop a building plan to improve environmental conditions in the building. (By FY 2018)
- Activity 3: The DPL will create a business continuity disaster recovery plan for the library. (FY 2015)

Goal Four: The Dighton Public Library will serve as a technology center and resource for Dighton.

Objective 1: The Dighton community will look to DPL staff as technology leaders.

- Activity 1: DPL staff will be trained in eReader devices and using electronic books and downloadable audio collections. (FY 2014 – FY 2019)
- Activity 2: DPL staff will be trained in online reference tools and databases. (FY 2014 – FY 2019)
- Activity 3: The DPL will develop a robust training program for the public in the use of the Library’s digital collection. (FY 2014 – FY 2019)

Objective 2: The Dighton community will recognize the DPL as a leader in technology trends.

- Activity 1: The DPL will draft a Technology Plan to inventory the library’s current technology, assess demand of technology and incorporate new technologies to the library. (By FY 2014)
- Activity 2: DPL staff will use professional and popular journals to be aware of technological trends. (FY 2014 – FY2019)
- Activity 3: The DPL will publicize, share knowledge of, and create a place for the public to try new technologies. (FY 2014 – FY 2019)
- Activity 4: The DPL will create a suitable space for residents of all ages to use technology and media in the library. (FY 2014 – FY 2019)

Goal Five: Researchers, historians and Dighton residents will look to the Dighton Public Library as a resource on local history.

Objective 1: The DPL will strive to make items of local interest accessible for residents, researchers and students.

- Activity 1: The DPL will create a Local History collection development policy. (By FY 2014)
- Activity 2: The DPL will assess current library holdings for items of historic significance to Dighton. (By FY 2016)
- Activity 3: The DPL will identify major themes in Dighton’s history and support them through developing the collection, creating exhibits or programming. (FY 2014 - FY 2019)

Objective 2: The DPL will lead preservation efforts for items of local historical significance.

Activity 1: The DPL will craft a digital project plan. (By FY 2015)

Activity 2: The DPL will conduct a preservation study. (By FY 2016)

Activity 3: The DPL will participate and create an archive of the library's contribution to the Dighton Tricentennial. (By FY 2014)

Activity 4: The Library will collaborate with other town departments on preservation. (FY 2014 – FY 2019)

Objective 3: The DPL staff will have a thorough understanding of proper archival and preservation methods.

Activity 1: DPL staff will be trained on proper archival techniques and preservation best practices. (FY 2014 – FY 2015)

Addendum A

Results of SOAR Analysis

Thursday, January 19, 2012

Present:

Patty Grealish-Rust, President of the Friends of the Dighton Public Library

Michelle Tuffile, Patron

Rachel Beagan, Patron

Nancy Goulart, Finance Committee

Tom Pires, Board of Selectmen

Anne O'Connor, Patron

Ginny Berube, Former Trustee

Evan Hubsley, Teen Patron & Volunteer

Eric Easterday, Local Business – Readmore books

Erin Ferry, Patron & Volunteer

Zach Lapointe, Teen Patron & Volunteer

Becky Casey, Dighton Elementary and Dighton Middle School Library Aide

Ray Badger, Dighton Elementary Technology Specialist, not present

Introduction:

Explanation of Strategic Plan and Process – ID goals & objectives for next 3 – 5 years.

Committee's input is a piece of the research that will help make up the plan. Other pieces will include a community survey, staff and trustee input and the next meeting with MLS advisor Deb Hoadley. When it has been written, it will be a public document, available at the Library and online and shared with the selectmen and Finance Committee.

Trends:

- Increase in use – Both in physical people using the building and in materials checked out
- Increase in eReader usage, not necessarily the demographics you may expect that would embrace technology.
- Increase of Internet use
- Increase in participation of Adult Programming
- Mobile users and wireless use
- Increase in media: DVDs, games, audiobooks
- New cardholders – seemingly more tech savvy and interested in doing things themselves on the catalog

Rules

All ideas are welcome.

Not debating merits of ideas, just collecting

One person speak at a time and everyone has a chance to speak

Contact me with any additional ideas, questions, etc. Some members have not been able to attend and have contacted me with ideas.

Strengths

Expanded programs	Community Outreach	Help with technology
Museum passes	Buddy Cianci (program)	Children's programs
Tot Time	Cooking Classes (Chef Jeff)	Diverse people using the library
People who do not live in Dighton use children's room – Ms. Lorie	"No stress" story time	School outreach
Accelerated Reader – summer reading coordination	Teens	Positive use of volunteers
More adult programs	Parking Lot	Teens feel included that they are asked about interests, what they can do, etc
Friendly	Helpful – answering questions	"Not blown off" in trying to get issues resolved
Lincoln Village	Reference Resources better	Resume Builder
Offsite Programs	Book Clubs	Staff
School vacation events	Outdoor movie night	Watching staff walk through tech ?s
Social media updates – more connected	Games, raffles, goodies at desk	

Opportunities

Advocacy – voting & teaching	Coordinate with school's website	Virtual Book Group (like Mrs. Rose)
Online sign-ups	Web content – more like a newspaper	Website – more interactive and social. Rank books, comments about new releases
Links to Facebook and Twitter – content link to these social media tools – wrap up the above web suggestions	Publicize help with eReaders more frequently	Overdrive – SAILS catalog more publicity
Phone help	Outreach – Delivery to homebound	Games – are parents aware
Museum Passes – are parents aware	Size – foster community	Size – better use of space
Size – more open space/less physical space?	Is small a good thing – gives the community closeness that	Other connections in town for space – St. Nicholas of Myra

	is liked?	hall example
ADA – more people involved	More outreach for Businesses (Hilda)	Book Clubs – reach out – social media
Streamline holds process – complicated	Don't lose personal touch for those who don't feel comfortable with tech	Remember that Time is valuable (as valuable as \$)
Search is clunky on catalog	eReaders & content	Community – many ways to do many things
Not obsolete	Device fatigue?	Who is using eReaders?
Unify all readers no matter the way they do it	Does every household own a computer?	Focus on community – People services
Community involvement for all	Media – what books are they discussing	More big events (Cianci)
Connect with schools more, esp. summer reading	Big events for summer reading	Connect to preschools
Coordinate link between D-R RHS and preschools	Volunteer base to coordinate	Concentration on outreach at certain levels (who needs it most and how to reach)
Gathering Place – homework	Social skills and games	Family literacy
Bristol Aggie connections	Link to PTO	School email distribution
Reach out to stay-at-home parents/homeschool	Expand computer access	Computer/Media Center for reading and research
Streamline duplication of resources (what schools provide)	Build on current programming for kids	Creative program needed from Main Street
Tread carefully with programs held in other locations. Do we hurt ourselves by indicating the Main St. facility doesn't matter? Or are we missing people who have the habit of going to the library?	Market library with competition in mind (defined as Redbox, Netflix, Amazon, on Demand, etc.) Are there others?	Easier renewals
Emphasize “hot” items – in demand and current	“Compete” – find ways to advantage library over competition	Field trips to literary events

Aspirations

We are a lot of things!	“Better” space	Excellent customer service
Relevant, not obsolete	Location	A Focus of the community
Attic level – weight bearing floor – what can we do with	Offsite storage an option?	Work with space downstairs, healthy spaces

space?		
Downstairs issues	Technology space	Interactive web presence and social media
Library annex? Recreation space for town? Storage?	Arts presence in the library -	Teen web presence
Vested programs for community pride in library		

Results

More website & physical traffic	Usual statistical measures	Ages using library
Measuring stake holders	More teens	More library cards issued
More suggestions and back and forth communications with patrons		

Grouping SOAR analysis by category:

Facilities

- ADA – get more groups of people involved
- Make current space better
- Attic level – weight bearing floors
- Offsite storage an option?
- Healthy space downstairs
- Technology space
- Library annex?
- Recreation space for town

Staff & Development

- Keep the personal touch
- Keeping track of what is discussed in the media (book reviews, etc)
- Maintain excellent customer service and people skills

Public Relations

- Coordinate with school websites
- Web content more like newspaper
- More interactive website
- Social media
- Publicize help with eReaders
- Overdrive collection more publicity
- Publicize video game collection
- Museum passes
- Social media –book clubs
- Market library with competition in mind: Redbox, Netflix, etc.

Technology

- Virtual Book Group

- Online sign-ups
- Expand computer access
- Technology space
- Computer media center – reading/research
- Teen web presence
- Interactive web presence

Services

- Phone help
- Outreach to homebound
- Outreach to local business
- Streamline holds process (SAILS)
- Better way to search on iBistro
- eReaders and content
- Unify readers no matter what the format
- Internet: does every household have (or want) a computer
- People services – focus on community
- Community involvement for all
- More big events – Cianci
- Outreach to schools: summer reading
- Big events summer reading
- Outreach to preschools
- Coordinate link between D-RR and preschools
- Outreach – concentrate at certain levels – who needs it most, how to reach
- Homework Gathering place
- Social skills and games
- Family literacy programs
- Outreach to Bristol Aggie
- Programming outside library – careful consideration of
- Easier renewals
- Emphasize “hot” items
- Field trips to literary events
- Vested programs – community pride

Advocacy

- Making other connections in town (ex: St. Nicholas of Myra)
- Relevant, not obsolete
- A focus of the community

Foster community-size

Community: many ways to do things

given issues
 social
 Excellent
 annex
 Focus Making
 customer programs things
 Downstairs Recreation Teen
 feedback downstairs healthy website
 work library floor comfort Relevant storage level
 lot Technology Arts media Library Storage opportunities
 Room presence web weight Comfortable option
 Attic Staff Interactive technology Offsite service closer
 resources physical YA Location Vesteds pride Better Great
 spaces people bearing Center Work town

staff Less air
 cards computer holders level
 good Working physical Ages Usual Room
 website YA compliant communications
 statistical knowledge traffic Measuring
 forth suggestions attic materials
 back stake using patrons Clean
 teens desk ADA issued clean
 space

Addendum B

Raw data gathered from strategic Planning Meeting at the Dighton Public Library
February 16, 2012

Deb Hoadley, Massachusetts Library System
Jocelyn Tavares, Director of Dighton Public Library
Ron O'Connor, Chair of the Board of Trustees

Anne O'Connor, Patron
Rachel Beagan, Patron
Nancy Goulart, Finance Committee
Evan Hubley, Teen Patron & Volunteer
Zach Lapointe, Teen Patron & Volunteer
Becky Casey, Dighton Elementary and Dighton Middle School Library Aide

- Will have a community center to provide multi-functional activities – sports, arts, music, meeting space
- Recreational center
- Will have a resource (Parks & Rec?) that will bring all the activities/info together in one spot
- Welcome Wagon-type information – clearinghouse of all the organizations, sports groups, etc.
- Will have a town newspaper or other communication vehicle (cable local access)
- Will maintain senior services and provide information (currently being done)
- Create a registry of organizations/some kind of directory
- Use of recreational land
- Town will establish a capital plan/strategic plan
- Figure out a ROI for quality of living in Dighton
- Explore downtown businesses opportunities that are unique, like a coffee shop, bookstore, boutique
- Village center/Town common
- Community Garden
- Encourage development of a 55+ community
- Amenities for members to stay in town or come to town
- Attract businesses to the town (could benefit by tax breaks to property owners)
- Develop adult education programs
- Bring community together with some kind of celebration
- Tourism – will benefit by bringing people to Dighton – have community pride
- New park – utilized and be full-service with restroom facilities
- Animal shelter – more accessible, potential of new home at the Fire Station or other permanent place in town, opportunity for volunteers/civic engagement
- Preservation of land
- Preserve historical stories and memorabilia to be retained for future generations and accessible to all – maybe utilize HS History Class students
- Utilize and maintain town land for recreational purposes
- Promotion of what is available in town
- Create a skate park
- Provide public transportation to places

- Celebrate the town pride for what it has - utilize volunteers
- Maintain services to the food bank and find ways to eliminate the need for it
- Develop relationships between school and town through community involvement
- Create and develop safe walkways and biking paths along roads

Community Vision Statements that came from brainstorming exercise and were voted on by the committee

Provide adult education programs (3)

Develop relationship between school district and the community (3)

Will have a community center to provide multi-functional activities (sports, arts, music, meeting space) (4)

Will have a resource that will bring all the activities & information together in one spot (1)

Clearinghouse of information – create a registry or directory of organizations and services (2)

Will have a town newspaper or other communication vehicle (1)

Will maintain senior services and have them continue to promote themselves (0)

Maintain food bank services and find ways to eliminate need (1)

Celebrate town pride for what it has – promotion of “good stuff” (1)

Utilize and maintain town land for recreational purposes(1)

Create a skate park to keep youth active

Bring more tourism to town by bringing recognition to park areas (1)

Create a full-service park using the state land and involving community organizations (1)

Make animal shelter more accessible and provide volunteer opportunities (0)

Preserve land (1)

Create civic engagement opportunities (1)

Preservation of historical stories and memorabilia for future generations for educational & genealogy study (2)

Provide public transportation to various parts of the town (4)

Create/Develop safe walkways and bike paths (0)

Establish a town capital plan for projects and buildings (6)

Show value of the tax dollar – ROI to show quality of living (1)

Explore downtown business opportunities/town center/village – unique shopping

Encourage a 55+ development

Provide amenities for community members to keep them in town

Attract businesses to the community

Addendum C

Grouping **Trustee** input and staff input (Trustee additions in red)

Facilities

- Attic is usable
- Reading room space is maximized
- Children's Room space is maximized
- Library is comfortable
- Comfortable staff space
- Good air quality throughout building
- ADA compliance

Staff & Development

- Comfortable with using state reference databases
- Comfortable with tools purchased by dpl
- Staff empowered in their learning and problem solving
- Staff comfortable with job and formal descriptions as written**
- Create volunteer orientation/expectations/more formal rules and regs

Public Relations

- Identify what we are doing now that is working
- PR Plan – coordinated
- Marketing plan
- Website embracing web 2.0 technologies and social media
- Branding the library.**

Technology

- Meet YA needs
- Technology plan
- Preservation

Services

- Local history and knowledge of our holdings

Programming

- Adequate spacing between programs
- Technology classes
- eReader and device classes
- Regular technology programming – Tech Talk**

Addendum D

Survey

1. On average, how often do you use the Dighton Public Library? (Please circle).

Once a week or more	Once a month or more	Once every three months
Once in the past year	This is my first visit.	Never

2. If you haven't used the Library at least once during the past year, please tell us why. Circle all that apply.

Inconvenient Location	Poor service	Difficult to use physical space
Owe fines	Can't find what I want	Inconvenient Hours

Other (please describe)

3. How satisfied are you with the following library materials?

	Very Satisfied	Satisfied	Needs Improvement	Do Not Use	Not Aware of
Adult Fiction Books					
Adult Non-Fiction Books					
Young Adult Fiction					
Young Adult Non-Fiction Books					
Children's Fiction Books					
Children's Non-Fiction Books					
Adult Audiobooks					
Young Adult Audiobooks					
Children's Audiobooks					
DVD's					
Video Games					
Music					
Museum Passes					
Online Reference (foreign language, resume builder, etc)					
Downloadable eBooks					

Downloadable Audiobooks					
-------------------------	--	--	--	--	--

4. Do you attend library programs? Yes No

5. If No, please tell us why (Please circle all that apply):

Too crowded/lack of space	Unaware of programs	Subject matter unappealing
Inconvenient times	I have interest but no time	

Other (please specify)

6. If you do attend any programs, please let us know how you hear about them (Circle all that apply):

Street signs	Local newspapers (print)	Local newspapers (online)	Flyers displayed in Library
Library Facebook Page	Library Twitter	Print calendar	Library's online calendar
Online calendars (like American Towns or Whofish)	Dighton.com	Library's online newsletter	Staff

7. Residents who attended a recent focus group session indicated that the Dighton Public Library has opportunities to expand its services to include some of the services listed below. Which of the following do you feel are important for the library in the future?

	Important	Somewhat Important	Not Important
More Public Computers			
More recreational "Club" type programming for children & teens			
Creating a Homework Center			
Outreach to Stay-at-Home parents			

Family Literacy Programs			
Virtual Programs (chats, & online book clubs, as an example)			
More interactive website (ex: patron reviews of books)			
Computer/Media Center for reading and research			
Library Programs located offsite			
Library Programs located at the Library			
Technology Classes & Instruction			
Bigger eBook Collection			
Outreach to schools			
“Field Trips” to Literary events			
Sharing Book News & Literary Events			
Reconfiguring Library space			

Finally, is there a service or item not mentioned above that you would like the library to offer?

What is your age group?

Under 13	13 – 17	18 – 24	25 – 45	46 – 64	65 and up
----------	---------	---------	---------	---------	-----------

Thank you for participating in our survey. Your comments and suggestions are always welcome and can be left in person, by emailing the Director at jtavares@sailsinc.org or by calling 508-669-6421.

Addendum E

Survey Analysis

A survey was prepared to evaluate existing library materials and programming, discover how people obtained their information about library programming and to get a sense of which potential future services would be of most value to the community. The potential future services were all ideas that were named in focus group discussion.

Surveys were available online and on paper. A total of 28 responses were recorded in March 2012. Newsletter readers and Facebook friends were invited to participate online. Paper surveys were available at the library and at library events.

93% of our survey respondents use the library once a month or more.

75% of survey respondents did attend library programs.

Of the 25% who didn't,

14.29%	Too Crowded
28.57%	Lack of Space
42.86%	Inconvenient Times
0%	Unaware of Programs
42.86%	Interest, but no time
14.29%	Subject matter unappealing
14.29%	Other (respondent said that other participants at programs were "clique-y")

Respondents who do not attend library programs were invited to select all reasons that apply to their decision, as well as define others that may not be listed.

How Respondents Get Their Library Information

Survey respondents replied that these were the most frequent ways that they learned about library events and programming:

- Library's email newsletter
- Flyers in Library
- Staff
- Library's online calendar (eventkeeper)

Tie: Local print newspaper/print calendar

Tie: dighton.com/Library Facebook page

Street Signs

Local newspaper (online)

Online calendars (ex: American Towns,
whofish, etc)

Library Twitter feed

Potential Future Services

Library survey respondents were asked to evaluate possible future library services. The list below indicates the services or priorities that were ranked the highest. Responses were weighted from the following criteria (Important, somewhat important, not important)

- Library space
- Clubs
- Family literacy activities
- Tie: computer/media center and school outreach
- Programs Onsite
- Technology Classes
- Book News
- Homework Center
- Outreach to Stay-at-home parents
- More ebooks
- Field trips
- More computers
- Interactive website
- Virtual Programs
- Programs Offsite

Satisfaction Levels with Library Materials

The majority of respondents were satisfied with library materials – if they used them. Items that were not used from our survey respondents were Young Adult Fiction Books, Young Adult Nonfiction Books, All age levels of audiobooks, Video games, Music, Online Reference, and downloadable audiobooks and ebooks.

While not the majority opinion, DVDs were designated as an area that needs improvement. Adult Nonfiction books, Video games, music, and Museum Passes were other areas that showed a higher than 10% response rate of needing improvement. Audiobooks at all age levels were items that had a higher needs improvement rate among the online survey respondents.

Who responded?

35.7% are age 46 – 64

32.1% are 25 – 45

14.29% are 65 and up

14.29% are 13 – 17

3.58% is 18 – 24

Comments Recorded

“only comment I would have is on the space usage...thanks!”

“Wonderful helpful staff! Good work!”

“I know a ‘new’ library is out of the question, but what about relocating and using current library as a historical building? Relocation could be the old St. Peters church hall on Main Street...”

“The Dighton Library is by far the best library in our area. I’ve visited most all of them. What makes the library stand out, is the staff ...they are helpful and knowledgeable and always make patrons feel welcomed. The library is so small though, it really needs to be updated...larger computer area for research, and of course just more room over all.”

Addendum F

From the Massachusetts Library System

Long-Range Planning

An Overview

This long-range planning program follows the Massachusetts Board of Library Commissioners requirements for long-range plans and we have adapted elements from the Public Library Association's *Planning for Results* community-based planning process.

Our meeting process involves your library's planning committee that is formed by the Library Director. We provide facilitators for two structured meetings with your planning committee. We recommend that the two meetings be held within four weeks of each other. The whole planning process can take from four to six months.

The first two meetings feature team-building exercises: examining the library's strengths, weaknesses, opportunities and threats; and brain-storming future visions for your community. By the end of the second meeting, the committee will have drafted initial goals for the long-range plan based on the previous brain-storming sessions.

The planning process also includes a community survey conducted by the library during this timeframe. The survey is another way to gather input from the community and complements the work that the committee does. The long-range plan will have input from a number of avenues: the planning committee, the community survey, the library staff and the library Trustees.

Before Meeting 1

- The Library Director forms a Planning Committee. The committee should be a reflection of the community the library serves. These committees typically consist of the Director, plus a cross-section of other library staff, Trustees, Friends, members of city/town government or other city/town depts., school librarians and/or teachers, library users, volunteers. We recommend that the committee be kept to a manageable size of 8-12 individuals total.
- The Library Director may also start formulating a Community Survey, see *After Meeting 2* below.
-

Meeting 1 - Orientation & SWOT or SOAR (2-hour meeting)

- Facilitator leads orientation to the long-range planning process.
- Library Director reports on the Community as well as the Library's programs & trends.
- Facilitator leads exercise on Library, Strength, Weaknesses, Opportunities, and Threats (S.W.O.T.) or Strengths, Opportunities, Aspirations, and Results (S.O.A.R.)

After Meeting 1

- Staff and Trustees review and respond to the S.W.O.T. developed by the committee.

Meeting 2 - Visioning & Draft Goals (2-hour meeting)

- Facilitator leads Community Vision Statement (CVS) exercise. Committee brainstorms CVS.
- CVS statements posted and reviewed. Facilitator consolidates similar vision statements. Committee members prioritize CVS by voting with colored dots!
- Facilitator reviews CVS and helps committee to develop draft goal statements that reflect the high priority vision statements.

After Meeting 2

- The Library is responsible for developing and coordinating a Community Survey. The survey is made available at the Library, Library web site, and through other media outlets. This survey may provide an opportunity for library users to respond to ideas generated at the planning committee meetings and list their own priorities. Responses are tabulated and distributed to the committee *before* the meeting three.
- Director and Library staff further refine the long-range plan's goals based on committee's SWOT, vision statements, and draft goals.
- Director may hold a wrap-up meeting for the Planning Committee. Director reports on the final results of the Community Survey, as well as status of plan's overall direction, goals, and objectives.
- Director finalizes goals and objectives for long-range plan as well as an Action Plan for year one.
- The Library's Board of Trustees approves final plan.
- Plan is filed with Massachusetts Board of Library Commissioners (MBLC) by October 1st.
- Board of Library Commissioners approves plan! After MBLC approval, a final version of the plan is sent to Planning Committee members, Trustees, and made available to the public.

PLANNING FAQs

Adapted from the Massachusetts Board of Library Commissioners, Planning FAQ
(<http://mblc.state.ma.us>)

Why should I plan?

- Planning is a sound management strategy.
- Planning places your library within the context of the greater community and provides visibility for your priorities.
- Planning presents the rationale for your funding and staffing requests.

- Planning documents your goals.
- Library long-range planning is required for LSTA grant round participation.

How far ahead should I plan?

It's best to look forward 3-5 years.

What needs to be in my plan?

- your library mission statement
- a needs assessment
- multi-year goals and objectives
- an action plan for at least the first year
- a description of your plan's methodology
- approval of your governing board

When are long-range plans due?

New plans and updated action plans (for plans less than 5 years old) are due at the MBLC by October 1st of each year.

How long does the planning process take?

It's best to allow 3-6 months for the entire planning process.

Isn't planning a lot of work?

Yes! But it's worth it! You'll have stakeholder and community support. The pieces of your plan will become the required elements in your grant application.

Where can my library get help with planning?

Facilitator can help facilitate your planning meetings. MBLC staff can help with additional questions about federal and state grants for libraries.

Brainstorming Rules

- There are no bad ideas
- We will record all ideas
- One person at a time
- Everyone will have a chance to speak
- It's okay to build on another person's idea
- Please, stay focused on the topic
- Don't analyze the ideas at this point, it's important to get all the ideas out and recorded

Meeting One

STRENGTHS, OPPORTUNITIES, ASPIRATIONS, RESULTS THE S.O.A.R. ANALYSIS OF THE LIBRARY

Definition: The S.O.A.R. is a tool to help the planning committee analyze the current and future conditions, which affect the library and its ability to provide the services it deems necessary. During this inquiry an organization's greatest **S**trengths and **O**pportunities are discovered and explored among the participants. The participants are invited to share their **A**spirations and co-construct their most preferred future. Then, recognition and reward programs are designed to inspire employees to achieve measurable **R**esults.

Strengths – What are our greatest strengths?

What are your greatest assets?

What is working really well?

- What is valued the most – the work done, the population, the environment?
- What good things do your stakeholders say about the library?

Opportunities for the Library – What are our best opportunities?

What's happening that can benefit you?

What's happening that helps you benefit others?

- How can you repurpose or strengthen your strengths?
- How can you repurpose your weaknesses?
- How can you repurpose your threats?

Aspirations – What is our preferred future?

- Considering our strengths and opportunities, where do you want to go?
- “What do you want to be when you grow up?”
- What are your hopes for the library, for your department?

Results – What are the measurable results that'll tell us we've achieved that preferred future?

- How do we know success?
- What will be different for the stakeholders?
- What will be different for the staff?
- Who is going to take responsibility?

Meeting Two

THE COMMUNITY VISION

The following are examples of *actual* Community Vision Statements presented at planning sessions and from the Public Library Association's handbook *The New Planning for Results*. The Community Vision Statement emphasizes the whole community not just your library. Your Library will play an important part in these visions and with this exercise you will help determine your Library's role in accomplishing your community visions.

Examples

Create a center for the Arts and cultural events in the community: music; ballet; poetry slams; author readings.

Create a spearhead for community activities, a community focal point for education and learning.

Encourage an active evening education program for adults. Create opportunities for classes in ESL, GED preparation, citizenship, arts and crafts, career retraining, and cultural topics.

Create opportunities for teenagers after school, educational and cultural activities in an under-used public building or establish a teen center.

After school enrichment programs for young children (with pick up/off transportation included).

Promote our town as a safe and welcoming community. Our community's reputation is changed through improved publicity about resources and events in town.

The town common will be a well lit and provide a safe enticing setting for evening concerts.

Maintain our town's current positive image and character. The population's diversity is preserved (ethnic, economic, lifestyle) without gentrification. Our past does not become fossilized. We are a great place to live!

Revitalize town meeting government. Explore options to make it more fun to be at town meetings and participate in them.

Establish, maintain, and publicize trails for, walking, hiking, biking, rollerblading, and the handicapped.

Our town becomes a place where civic involvement and volunteerism is common-place

SETTING GOALS TO MEET THE COMMUNITY'S NEEDS

Community Visioning Exercise identifies the key community issues.
How does the library fit in?

What are Goals, Objectives, and Activities?

- **Goals** are long-range, broad, general statements describing a desired condition or future toward which the library will work.
- **Objectives** are short range and describe the results to be achieved
- An **activity** is a set of tasks that accomplish an objective.

Goals should:

- Describe an ideal condition or state that the library believes important.
- Be stated in a declarative sentence.
- Be free of library jargon.
- Be short, concise, and easily understood.
- Be stated in terms of what the public will receive.
- Provide a framework for objectives for the next three – five years.
- Emerge from what you know about your community.
- Be more specific than the vision statement.

Goal Writing:

Write a goal that is an intention, something you would like to work toward. This is not a description of what you are doing. It may relate to:

- Services, including programming
- Collections
- Staffing
- Fund raising
- Space
- Technology

Examples:

- Residents will have modern library facility that is welcoming and accessible to all.
- The Library is funded at a level that reflects the demographics, expectations, educational level, and service needs of the community.
- Library patrons of all ages have access to collections, activities, and events which foster personal growth and learning.
- Residents will be made aware of the services and resources that the library provides to assist them in their personal, work, or school lives.
- Library users will have access to the most current information technology.
- Library staff will be able to meet the changing and varied library service needs of residents.
- Residents will view the library as a community hub and a primary source of local information.