



DIGHTON  
PUBLIC LIBRARY  
OUR PEN

MONDAY	1 am-4pm
TUESDAY	12pm-8pm
WEDNE. DAY	1 pm-8pm
THURSDAY	1 pm-8pm
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# DIGHTON PUBLIC LIBRARY

## STRATEGIC PLAN FY 2021 – FY 2026



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## **Mission/Vision Statement**

### **Mission Statement**

The Dighton Public Library provides materials and services for the residents of Dighton, from infant to elder, for the discovery of ideas, the joy of reading and the power of information.

### **Vision Statement**

The Dighton Public Library (DPL) is committed to achieving and sustaining robust public library services for all in the community.

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## **User Needs Assessment**

An assessment of user needs was conducted to establish the current state of library programming and determine priorities and needs for the future. This assessment included data collection and review from the Dighton Public Library and peer libraries as well as interviews with more than 30 library stakeholders and members of the community, both library users and nonusers.

Data reviewed includes number of programs (adults, children, teens) held annually, number of staff and trustees, number of annual visitors, population of the town, annual budget, and size of the library. Additionally, a review of peer library strategic plans provided insight into the future of the libraries.

The results of the interviews were organized into a Strengths, Weaknesses, Opportunities and Threats (SWOT) table as seen below.

## Dighton Public Library SWOT Analysis -- March 2020

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Jocelyn and her staff excellent!</li> <li>• Excellent programming</li> <li>• Very helpful</li> <li>• Can get almost any resource</li> <li>• More than books- kits, board games, virtual reality</li> <li>• Good location</li> <li>• Children’s programs very active</li> <li>• Equal access for all economic groups</li> <li>• Technology assistance</li> <li>• Museum passes</li> <li>• SAILS network</li> <li>• Friends of the Library</li> <li>• On-line resources</li> <li>• Historic building</li> <li>• Supportive selectmen</li> <li>• Personal attention</li> <li>• Secular, an a-political community institution</li> <li>• Town supportive of education</li> </ul>	<ul style="list-style-type: none"> <li>• Safety, fire hazard in basement, no firewall around furnace, unsafe storage around furnace, limited egress, “Scary” – “I won’t take my kids”</li> <li>• Not ADA compliant</li> <li>• Bathroom very inadequate esp. for young children- no space to change a diaper</li> <li>• Basement overcrowded</li> <li>• Dirty outside appearance, needs paint, dirty windows, plastic on windows</li> <li>• Lots of clutter, messy magazine rack</li> <li>• Small Building</li> <li>• No peaceful place to read, meeting rooms for use with community groups, tutoring or study space – “get what you’ve come for and leave”</li> <li>• No privacy</li> <li>• Limited number of computers</li> <li>• Lack enough vocal advocates</li> <li>• Programs held offsite don’t draw people in to see what the library offers.</li> <li>• Limited capacity to offer “cultural content”</li> <li>• Low priority for MBLC funding.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Town of Dighton is growing; many young families moving in</li> <li>• Forward thinking town leadership</li> <li>• Create a new or renovated space for a “new” library</li> <li>• Meeting space</li> <li>• ADA Compliant</li> <li>• Added capacity – adult/teen/children</li> <li>• <b>Workspace/tutoring</b></li> <li>• <b>South Coast Rail line when it is running will change Dighton (growth)</b></li> <li>• <b>School libraries are getting smaller</b></li> <li>• Partnership with other groups (e.g., senior center, community center, performing arts, playground, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Neighboring town libraries</li> <li>• Some say “libraries are old school, not needed any longer”</li> <li>• Advancing technology making it easier and easier to get what you need without the library</li> <li>• LOTS of competing needs for money in Dighton               <ul style="list-style-type: none"> <li>• New Fire Station – public Safety Building for sleep overnight</li> <li>• School additions, renovations</li> <li>• Fuel Depot</li> <li>• Water main</li> <li>• Pension costs rising</li> </ul> </li> <li>• Anti-tax increase voters</li> <li>• No clear vision of what a “new and improved” library would be. An addition? A new building?</li> </ul>

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## *Our Priorities*

### *Programming and Marketing*

*The Dighton Public Library will broaden programming and marketing efforts to engage existing library users and reach new library users.*

### *Advocacy*

*The Dighton Public Library will increase advocacy efforts in the community to enhance awareness of programs, services and all of the ways the library enriches the lives of Dightonians.*

### *Facility*

*The Dighton Public Library will continue its quest of bringing a 21<sup>st</sup> century library to the town of Dighton.*

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## Goals, Objectives & Action Plans

### Programming/Marketing

**Programming - Goal #1:** Broaden Outreach to residents by developing programming to reach new segments of the population

**Objective #1:** Develop Programs for teens, initially using virtual communication methods.

**Activity 1:** Hold focus group to assess interests

**Activity 2:** Increase teen programming and materials. Examples:

- creation of a Video Production Kit [Maker Challenge at Home]
- create Book Reviews and other Podcasts
- create a Media Studio – broadcast space
- create a Maker space
- CSA - Community Supported Agriculture
- Art classes, design classes, etc.

**Activity 3:** Establish a Youth Friends of the Library and leverage community service requirements

**Activity 4:** Develop, promote and hold a Virtual Career Day

**Activity 5:** Develop, promote and hold a Tutoring service that is primarily virtual

**Activity 6:** Recruit high school or college interns to help with marketing, which may also support the Town of Dighton

**Objective #2:** Develop at least six programs that involve community “makers” and focus on hobbies, do-it-yourself projects; and other hands-on activities (such as maintenance, homesteading, crafting, etc.)

**Activity 1:** Determine financial, staff and knowledge resources for library to create video content and the means to get those resources.

**Activity 2:** Partner with media program at the high school and local access cable to begin and/or disseminate library Video Program to create, produce

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and/or share how-to videos using and showcasing library resources, as well as community centered content (ex: doggie fashion show).

**Activity 3:** Produce hobby videos and virtual programs by partnering with local hobbyists and producers (e.g., beekeepers, weavers, potters, knitters, etc.)

**Activity 4:** Collaborate with Bristol County Agricultural High School and its teen clubs on farming, construction/ carpentry, beekeeping, and creating a live stream incubator at the library.

**Activity 5:** Engage local utilities in home/business cost savings seminars, sustainable practices and other items of consumer interest (e.g., National Grid, Dighton Water, etc.)

**Objective #3:** Identify and highlight new programs and services that could be offered in a new library.

Activity 1: Educate the public on features of a new library in the form of programming: a program on renewable & sustainable energy; STEAM Centers in the library; and technology as examples.

**Activity 2:** Establish Business Center, including emphasizing library business resources, Dighton and Southeastern Massachusetts specific resources, programming, and Remote workspace (not currently available)

**Marketing – Goal #2:** Introduce new marketing channels and partnerships promoting the library and engaging new users and advocates

**Objective #1:** Introduce new marketing channels to promote the library, engage new users and create advocates.

**Activity 1:** Partner with Boy and Girl Scouts to collaborate with them on mutual projects and inform them of library activities and ways the library can benefit them with scouting.

**Activity 2:** Create a liaison with the school PTO organization with the Library, and establish a regular presence and assistance with their activities.

**Activity 3:** Create a pop-up library booth that features what is going on at the library and offers limited library services that will lead to more foot traffic at the library. It will be used at community events such as the Cow Chip Festival, Lion's Art Festival, The Taste of Dighton, at the polls during elections, Dighton Strawberry Festival, Dighton 101, Lights On, locker day at DMS with PTO, baseball games, etc.

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**Activity 4:** Produce a more robust virtual presence using video that is accessible to different segments of Dighton (local cable channel to Facebook Live, to streaming on YouTube, Twitch, Dacast, Vimeo, etc.)

**Activity 5:** Write press releases in collaboration with the Guilfoil PR firm, to publicize library programs both before they are held and after they are offered, as well as any other significant library news.

**Activity 6:** Find new metrics to measure success, including using the number of new people who sign up for library services that may be attributed to marketing goal achievement.

**Objective #2:** New partnerships will be formed to assist with marketing and provide mutual benefit to both partners.

**Activity 1:** Research Dighton groups, committees, and members of the business community to prospect for new partnerships

**Activity 2:** Recruit student interns and qualified volunteers to help with specific marketing projects and associated workload.

**Activity 3:** Connect with media program at the high school and the local access cable to collaborate on library Video Programming.

## Advocacy

**Advocacy - Goal #1:** Increase advocacy for the Dighton Public Library by key recruiting stakeholders and community influencers

**Objective #1:** Expand the number of library trustees from three to six.

**Activity 1:** Board of Trustees will update the Trustee By-Laws to reflect change and send letter to the admin for Selectmen requesting change

**Activity 2:** Board of Selectman will introduce by-law change at Selectmen's meeting and indicate their approval for increased number of trustees within town guidelines.

**Activity 3:** By-Law is brought to Dighton Town Meeting for approval, possibly Special Town Meeting of October 2020 or 2021 Annual Town Meeting

**Activity 4:** By-law is brought to Dighton Town Election in April 2021 or April 2022

**Objective #2:** Create a consistent and compelling message about the role of the library within the community.

**Activity 1:** Develop talking points about the library's contributions to the town

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**Activity 2:** Develop talking points about the benefits of a new library

**Activity 3:** Develop talking points on why building a new library is preferable to building an addition or renovating current space.

**Objective #3:** Establish a group of Library Ambassadors.

**Activity 1:** Create a plan for recruitment and continued growth of Ambassadors

**Activity 2:** Write a job description for the roles, responsibilities, and expectations (time/financial commitment)

**Activity 3:** Investigate what other libraries are doing with Ambassador group

**Activity 4:** Define the roles and relationships between the Trustees, the library ambassadors, The Friends of the Library, and library staff.

**Activity 5:** Write a “what’s in it for me” and “what’s in it for my town” campaign to aid in recruitment

**Activity 6:** Create plan for training and orientation

**Activity 7:** Determine perks for ambassadors

**Activity 8:** Recruit a pool of 15-25 prospective ambassadors as founding members, including a lead Ambassador to help with recruitment

**Activity 9:** Establish goals for the library ambassadors

**Activity 10:** Identify sectors and specific prospects (allies)

**Activity 11:** Determine skills and attributes wanted for Ambassadors group

- a. Ambassadors will have representation from new young families
- b. Ambassadors will have good community engagement and community mobilization skills
- c. Ambassadors will have skills and experience in Fundraising
- d. Ambassadors will have graphics design skills
- e. Ambassadors will have connections to wealthy patrons
- f. Ambassadors will have positive library experience and will be able to share personal stories

**Objective #4:** The Ambassadors will help visualize the future of the library including beyond “brick and mortar” and develop a complete strategy to raise the necessary funding.

**Activity 1:** Explore fundraising and funding opportunities (in partnership with Friends group)

- a. Sponsorship opportunities
- b. Fundraising events
- c. Corporate/foundation grants
- d. Collaborate with DPL Trustees and Dighton Town Officials

**Activity 2:** Plan fundraising policies as needed

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- e. Gift acceptance policy
  - f. Naming opportunities

## Facilities

**Facilities – Goal #1:** Provide sound stewardship of the existing Dighton Public Library building.

**Objective #1:** Achieve ADA, building inspector compliance, and Fire Code compliance satisfactory to the DPL Trustees, Dighton Town Selectmen, and Dighton Town Administration.

**Action 1:** Implement ADA Audit recommendations considering urgency and the town ability to fund, keeping in mind the building will be a town-owned building for many years to come.

**Action 2:** Complete general building repairs per Building Commissioner and investigate possible funding sources: Community Preservation Fund, Mass Historic Commission, Massachusetts Office of Disability, etc.

**Action 3:** Develop a maintenance plan for the facilities

**Facilities - Goal #2:** Create affordable supplemental library space.

**Objective #1:** Leverage lower cost, temporary added space to enable reconfiguring the existing library space, thereby offering expanded services and increased number of visitors to the library.

**Action 1:** Prioritize everything in the library as to whether it can be catalogued and stored for easy retrieval or should be kept readily available.

**Action 2:** Rearrange the basement and first floor plan to enable flexible spaces, add fire wall around furnace area, add another basement egress, and repurpose the current teen space. Prioritize things to try and experiment.

**Action 3:** Add space via rented store front, pop ups around town, on site storage outside the existing building, etc.

**Action 4:** Add space for teens, create space for 'remote' workspace (e.g., table with dividers and WiFi), and comfortable seating. Explore wall space for shelves, or systems for more compact book storage.

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**Action 5:** Explore a mobile library via bus/van (rental, donated, or purchase)

Facilities - Goal #3: Prepare a comprehensive plan for a new, accessible, code compliant, 21<sup>st</sup> century library at a new location

**Objective #1:** Create a written, formal plan describing a new library for Dighton, including the details of what, where, when, why and how.

**Action 1:** Prepare, test and revise concise written talking points about why and how a new DPL would benefit the citizens of Dighton (see Advocacy Goal #1)

**Action 2:** Hold multiple (at least 3) public forums to gain feedback and provide planning input

**Action 3:** Conduct a cost and benefit comparison of renovating and expanding versus building a new library

**Action 4:** Secure funds to analyze building alternatives including a comparison of costs and locations

**Action 5:** Engage with experts (architects, planners, designer, etc.)

**Action 6:** Decide on renovation and expansion on-site versus new build at a new site

**Action 7:** Explore partnerships with other town cultural groups and other organizations for a multi-function building

**Action 8:** Charter a new library committee with influential leadership and involve them in the planning process

**Action 9:** Define how the “new” library will be funded (grants, green community, philanthropy, etc.)

**Action 10:** Engage Library Ambassadors, Library Trustees, Friends, Town Leadership, civic organizations in a philanthropy/ capital campaign, beginning with a philanthropy feasibility study

**Action 11:** Be prepared to apply for a new MBLC grant to support a new building

**Action 12:** Create a detailed implementation schedule

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## **Brief Description of the Planning Methodology**

In January 2020 the trustees of the Dighton Public Library (DPL) engaged the consulting firm Empower Success Corp (ESC) to lead a collaborative strategic planning process. A strategic planning committee which included the ESC team, the board of trustees, library staff and representatives from the community was created and met regularly from January-June 2020 to review ESC findings and build a new strategic plan.

ESC first analyzed trends and best practices in public libraries; did a peer group analysis; and conducted individual interviews of major stakeholders including library staff, trustees, representatives from the town of Dighton, and community members. Based on this information ESC prepared a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. The SWOT analysis is included in the Section 2 User Needs Assessment of this report.

The SWOT and ESC comparative data was presented to the committee for discussion at the first workshop held on March 7, 2020. At this meeting the committee reviewed the library's mission and vision. The committee then discussed specific initiatives and actions suggested by the SWOT. These were grouped into three primary focus areas (programming/marketing, advocacy and facilities) which provided the framework of the strategic plan. Possible action steps in each area were identified.

Subsequent meetings were held virtually. At these meeting the details of each focus area were further discussed and prioritized. Action steps in each focus area were created. This information provided the basis for the Goals and Objectives of the Strategic Plan.

The committee was then divided into three subcommittees, one for each of the primary focus areas. The subcommittees developed the Goals and Objectives for their focus area and matured the actions steps.

The strategic plan elements were combined into one document and edits were incorporated from the committee. The DPL Board of Trustees participated in each step of plan development.

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**Governing Body Approval:**

Approved November 19, 2020  
Dighton Public Library Board of Trustees

Ron O'Connor, Chair  
Alison Cembalisty  
EveMarie Cabral