

Middleborough Public Library

Plan of Service

Danielle Bowker, Library Director



FY2010-FY2014



INTRODUCTION

The Middleborough Public Library is continuing the practice of developing a plan in order to help identify and analyze community and library needs, determine library service priorities and develop goals and objectives which address short and long-range solutions to library problems.

This plan was developed using the model presented in *Strategic Planning For Results* (Nelson, 2008.) The Director attended a series of workshops at the SEMLS office prior to beginning the process. She served as a primary resource person, gathering and analyzing data, identifying library needs and preparing drafts for consideration and approval of the Library Board of Trustees. At the initial brainstorming meeting, the vision and mission statements from the 2007-2009 Long Range Plan were reviewed and revised.

The plan produced by this process will serve as a blueprint to guide library service development for the next five years. The plan is not static. Planning is an ongoing process which will require revisions as the plan begins to produce results. In light of the current dismal state of the economy, budgets at the Departmental, Municipal, and State levels will all have an impact on the timelines of this plan. Annual updates and revisions are to be expected. If planning strategies contained in goals, objectives and activities are successful, objectives may change during this cycle, with new objectives replacing those which have been met.

BACKGROUND

The Town of Middleborough, second largest in area in Massachusetts, has a population 22,207. In the past two decades, the Town has experienced substantial growth. The community seeks to find a balance between maintaining the small-town atmosphere and welcoming businesses that would provide sufficient revenue to support a high level of services.

The Library, built in 1903, underwent an addition and renovation in 1992. The present building has 25,000 sq. ft., is handicapped accessible and is equipped for public Internet access, including wireless. The Library is a member of the SAILS Network. The Library is also a member of the Southeastern Massachusetts Library System (SEMLS) and participates in the Massachusetts Virtual Catalog which allows residents to access the holdings of nearly all libraries in the Commonwealth.

There are five full-time and seven part-time employees working a total of 368 hours per week in the Library. Salaries are funded through municipal appropriation and with the use of State Aid Funds. In FY 2008 and 2009 some LSTA Grant funds were also available for salaries. Currently, the Library is open 50 hours/week from Labor Day through the end of June, and 45 hours/week in the Summer. A series of budget cuts at the beginning of FYs 2006, 2007 and 2008 plus reinstatements of funding at Fall Special Town Meetings led to fluctuations of schedules and confusion on the part of some Library users. FY 2009 was the only stable year in the previous plan cycle.

We provide library services in accordance with to ALA's Library Bill of Rights and comply with the Massachusetts Board of Library Commissioners Minimum Standards. The local appropriation has increased at a pace necessary to meet minimum standards. In FYs 2006, 2007,

and 2008, waivers were applied for and the applications subsequently pulled as funds were reinstated at the fall Town Meetings.

When looking to the future, a key element to keep in mind is the Town's level of growth: the population is expected to reach the 25,000 mark during the life of the plan. The Middleborough Public Library then enters the next grouping as outlined by the Massachusetts Board of Library Commissioners. The Library would then be required to be open an additional 9 hours per week.

SERVICE REPOSES AND GOAL SETTING

The list of *Service Responses in Strategic Planning for Results* differs from those listed in the previous edition of Sandra Nelson's planning guide, *The New Planning for Results*. Of the eighteen responses defined, eleven were considered to be part and parcel of our normal Library service. The group felt that two: "Build Successful Enterprises" and "Express Creativity" would not be included in this document. While the Middleborough Public Library does offer information relative to both service areas, it does not provide enough service to warrant inclusion at this time.

Five responses were chosen as main areas of focus for the 2010 – 2014 cycle and goals and objectives were developed to support the following:

1. Create Young Readers: Early Literacy
2. Stimulate Imagination: Reading, Viewing and Listening for Pleasure
3. Make Informed Decisions: Health, Wealth and Other Life Choices
4. Satisfy Curiosity: Lifelong Learning
5. Know Your Community: Community Resources and Services

Goal 1. The Middleborough Public Library will maintain a level of service that meets or exceeds the expectations of the residents of the community.

Objective 1. By FY14, 98% of survey responders will indicate that the service received from the Middleborough Public Library meets or exceeds their expectations.

- Activity 1. Develop surveys.
- Activity 2. Conduct surveys and analyze.

Objective 2. In each year of the plan, the Library will continue to conform to the standards set forth by the Massachusetts Board of Library Commissioners for State Certification of Libraries. (See Appendix)

- Activity 1. Each year, the Library Director will prepare a budget which meets the needs of the community and commensurate with the regulations.
- Activity 2. The Director, the Trustees and the Friends of the Library will advocate for the budget in discussions with the Board of Selectmen and the Finance Committee and on Town Meeting floor.

Goal 2. Parents and Children of Middleborough will have access to Library spaces and programs which provide opportunities for promoting the joy of reading and improving family literacy.

Objective 1. The Library will continue to offer family story hours at the current level of two per week during the non-holiday periods in each of the plan years.

Objective 2. During each year of the plan, the Library will conduct a Summer Reading Program.

Activity 1. Coordinate with the SEMLS Region to participate in the chosen theme.

Activity 2. Children's staff will work cooperatively with other Town Depts. and groups to provide enrichment experiences for youngsters and their families.

Activity 3. Develop and promote the schedule through various media & fliers to schools.

Objective 2. The Library will maintain its partnership with the Middleborough Public Schools to provide field trip opportunities for Kindergarten and Elementary classes.

Activity 1. Develop a co-operative plan with the Memorial Early Childhood Center to introduce young children to the Library.

Activity 2. Library staff will have a presence at MECC, Mary K. Goode and Burkland School Fall Open House nights to introduce the Library to families.

Objective 3. During each year of the plan, at least 2 informative and entertaining family events will be hosted by the Library.

Activity 1. Coordinate with EPIC, PTA groups, and Home schooling parents to determine areas of interest.

Activity 2. Schedule programs.

Activity 3. Promote events through various media & fliers to schools.

Goal 3. The residents of Middleborough will have an up-to-date, accessible, and attractive collection of titles, in a variety of formats and in keeping pace with the newest technology in information dissemination, which satisfies their interests and meets their informational needs.

Objective 1. By the end of FY12, total circulation of materials will increase by 5% over FY09 totals.

- Activity 1. Note circulation statistics for FY09. Weed current material; replace with newer material.
- Activity 2. Promote new materials by through media, programs and outreach.
- Activity 3. Note circulation statistics for FY12 and compare. Analyze.

Objective 2. By FY14, 98% of survey responders will indicate that their experience in finding sufficient reading, viewing and/or listening materials through the Middleborough Public Library has been good to excellent.

- Activity 1. Develop surveys.
- Activity 2. Conduct surveys and analyze.
- Activity 3. Respond to surveys by adjusting budgets, weeding, and purchasing materials as needed.

Goal 4. The Young Adults of Middleborough will have a permanent place at the library for engaging in networking, social interaction, and education activities.

Objective 1. By 2011, Teen Scene will be open a minimum of two days per week during the school year.

Objective 2. 95% of Teen Scene users will indicate that their experience of the room was very good to excellent.

- Activity 1. Survey Teen Scene users by the end of the school year.
- Activity 2. Survey MTAG members by the end of the school year.
- Activity 3. Analyze survey data and input from observations and informal conversations.

Objective 3. Each year of the plan, at least 3 programs aimed at youth 11-18 will be presented.

- Activity 1. Conduct quarterly meetings of the Teen Advisory Group (MTAG) to gain input on program ideas and assistance with program planning and implementation.
- Activity 2. Schedule programs to work with the Middle School and High School calendars.

Objective 4. In FY14, a part-time YA Librarian Position will be instituted. The duties of this individual will include collection development and programming for this age group.

Goal 5. The Library will partner with other local departments, groups or agencies to present opportunities to explore information on a variety of life choices for our adult and / or teen users.

Objective 1. Each year of the plan, at least 2 programs will be presented for the benefit of users in response to needs and wants as expressed in surveys and direct requests.

Activity 1. Collect data via annual surveys and specific requests by patrons relative to subject matter for potential programs.

Activity 2. Gather information for other groups/agencies with respect to their ability and willingness to present a session at the Library.

Activity 3. Schedule and promote programs in the media.

Activity 4. Survey attendees to assess program success.

Goal 6. The residents of Middleborough will have access to a wide variety of avenues for their ongoing informational and educational needs.

Objective 1. By FY14, the number of patrons making use of the educational online services will increase by 20% over the FY10 usage.

Activity 1. Investigate online products that would enhance Lifelong Learning Activities.

Activity 2. Promote and educate the public on chosen products.

Activity 3. Conduct survey of users and analyze use statistics to assess products for renewal or replacement.

Objective 2. By FY14, the number of patrons making use of Library Memberships area museums, zoos and educational attractions will increase by 20% over the FY10 usage.

Activity 1. Develop a list of the most desirable and cost-effective pass plans made available to public libraries.

Activity 2. Seek funding / sponsorships for annual memberships.

Activity 3. Promote the service in the media.

Activity 4. Conduct survey of users and analyze use statistics to assess products for renewal or replacement.

Goal 7. The people of Middleborough will have a primary resource for local information in the Public Library.

Objective 1. By FY14, the number of people seeking local information through the Library will increase by 5% over the FY09 level .

Activity 1. The library will maintain a database of local information including, but not limited to, lists of groups serving Middleborough residents and business people.

Activity 2. The Library will work closely with the Town to serve as a depository of both current and archival information. (*i.e. Town Meeting tapes, etc. Current public documents of interest*)

Activity 3. Analyze reference statistical reports to assess increase / decrease of use.

APPENDIX A

Within the period of this plan, the Town's population will reach 25,000. This puts the Middleborough Public Library into the next category and will require that the Library be open 59 hours per week. The following time line adds in hours and staffing gradually. Salary figures are based on the current pay scale which expires at the end of FY10.

FY10 – Open 50 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
JT* taking voluntary cut in	Jan '10	Lib Tech	Gr 6 St 9	35.0	20.1200	\$28,772
BR* hours cut		Lib Tech	Gr 6 St 3	10.0	15.0600	\$452
Part-time Total				140.0		\$115,015
RC		Custodian	Cust Step 8	25	18.2500	\$23,725
CD		Asst. Dir.	Gr 10 St 5		982.57	\$51,094
D.Bowker		Director	DH St 2			\$73,819
MT		Youth Ser Lib	Gr 9 St 9		1038.50/wk	\$46,823
BB		Adult Ser Lib	Gr 9 St 9		1038.50/wk	\$54,002
DI		Sys Lib	Gr 9 St 9		1038.50/wk	\$54,002
PS*		Secretary	Gr 6 St 8	25	19.1600	\$21,766

Number of "desk staff" hours is 140 for 6 months
then 125 for 6 months
Should be 200 for 50 hour week

Short 75 Hours/Week as of Jan. 1, 2010

FY11 - Open 52 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$30,341
JT		Lib Tech	Gr 6 St 9	20.0	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 1	15.0	13.6900	\$10,678
BR		Lib Tech	Gr 6 St 5	16.5	16.5700	\$14,217
Part-time Total				146.50		\$95,117
RC		Custodian	Cust Step 9	25	18.2500	\$23,725
CD		Asst. Dir.	Gr 10 St 6		1031.68	\$53,647
D.Bowker		Director	DH St 2			\$76,045
Child. Lib		Youth Ser Lib	Gr 9 St 1		729.36	\$37,927
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 146.5
 number of "desk staff" hours should be 208 to make 52 hours

Short 59.5 Hours / Week

FY12 – Open 54 Hours

MG		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.0	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.0	20.1200	\$36,618
JT		Lib Tech	Gr 6 St 9	20.0	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 2	15.0	14.4000	\$11,232
BR		Lib Tech	Gr 6 St 6	10.0	17.3900	\$14,921
new PT (2)	at 18/ea	Lib Tech	Gr 6 St 1	36.0	13.6900	\$25,628
Part-time Total				176.00		\$158,497
RC		Custodian	Cust Step 9	30	18.2500	\$28,470
CD		Asst. Dir.	Gr 10 St 7		1083.27	\$56,330
D.Bowker		Director				\$78,327
New CL		Youth Ser Lib	Gr 9 St 2		767.75	\$39,923
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 176
 number of "desk staff" hours should be 216 to make 54 hours

Short 40 Hours / Week

FY13 – Open 56 Hours

MG		Lib Tech	Gr 6 St 9	35.00	20.1200	\$36,618
SD		Lib Tech	Gr 6 St 9	12.00	20.1200	\$12,555
LS		Lib Tech	Gr 6 St 9	35.00	20.1200	\$36,618
JT		Lib Tech	Gr 6 St 9	20.00	20.1200	\$20,925
TBA		Lib Tech	Gr 6 St 3	15.00	15.0600	\$11,747
BR		Lib Tech	Gr 6 St 7	18.00	18.2500	\$17,082
PT (2)	at 18 hrs	Lib Tech	Gr 6 St 2	36.00	14.4000	\$26,957
New PT	at 18 hrs	Lib Tech	Gr 6 St 1	18.00	13.6900	\$12,814
Part-time Total				202.00		\$135,545
RC		Custodian	Cust Step 9	30	18.2500	\$28,470
CD		Asst. Dir.	Gr 10 St 8		1137.43	\$59,146
D.Bowker		Director				\$80,676
new CL		Youth Ser Lib	Gr 9 St 3		808.18	\$42,025
BB		Adult Ser Lib	Gr 9 St 9		1085.73	\$56,458
DI		Sys Lib	Gr 9 St 9		1085.73	\$56,458
PS		Secretary	Gr 6 St 9	25	20.1200	\$26,156

Number of "desk staff" hours is 202
 number of "desk staff" hours should be 224 to make 56 hours

Short 24 Hours / Week

FY14 – Open 59 Hours

MG		Lib Tech	Gr 6 St 9	35.00	20.1200	36,618.40
SD		Lib Tech	Gr 6 St 9	12.00	20.1200	12,554.88
LS		Lib Tech	Gr 6 St 9	35.00	20.1200	36,618.40
JT		Lib Tech	Gr 6 St 9	20.00	20.1200	20,924.80
TBA		Lib Tech	Gr 6 St 4	15.00	15.9700	12,456.60
BR		Lib Tech	Gr 6 St 8	18.00	19.1600	17,933.76
PT (2)		Lib Tech	Gr 6 St 3	36.00	15.0600	28,192.32
PT (1)		Lib Tech	Gr 6 St 2	18.00	14.4000	13,478.40
Part-time Total				202.00		137,106.84
RC		Custodian	Cust Step 9	40	16.6300	34,590.40
CD		Asst. Dir.	Gr 10 St 9		1194.30	62,103.60
D.Bowker		Director				85,590.00
new CL		Youth Ser Lib	Gr 9 St 9		808.18	42,025.36
BB		Adult Ser Lib	Gr 9 St 9		1085.73	56,457.96
DI		Sys Lib	Gr 9 St 9		1085.73	56,457.96
New PT Lib.		YA Lib	Gr 9 St 1	18.00	20.12	18,832.32
P. Scott		Secretary	Gr 6 St 9	25	20.1200	26,156.00

Number of "desk staff" hours is 202
 number of "desk staff" hours should be 236 to make 59 hours

Short 34 Hours / Week

Summary of Survey Responses

Question 1: 97% of the responders have library cards, 3% do not

Question 2: 27% come in weekly, 23% come in 2 or 3 times/month, 31% monthly, 14% come yearly and 4% never come

Question 3: There were a total of 2204 positives and 415 negative responses.

400 people said that the overall atmosphere was one of the things they liked best about the Library. The collection was a close second at 382. In the negative, 162 people responded that the hours were what they liked least. 47 people responded negatively about the adult programs.

Question 4: Website use. 88.5% responded that they have used the website. 34% use it monthly, 29% use it weekly, 29% rarely use it.

Question 5: 74.7% of those that use the website, use it to access the catalog and place holds. 39.4% have reserved passes. 43.7% check the calendar. Obviously, we need to do a better job of promoting the online services as the lowest uses were World Book (3.6%), Tumblebooks (4.3%) and Live Homework Help (7.4%) Learning Express was left off the survey.

Question 6: Extended Hours: Later Saturday closing was the highest with 35% followed closely by Sunday afternoons at 26%

Question 7: By far, most people use the fiction collection. The highest number under “need more” was movies.

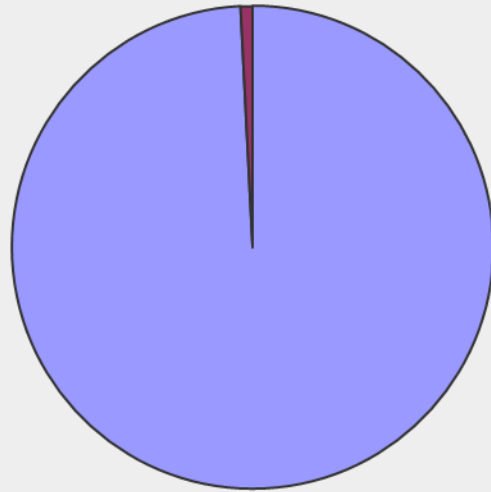
Question 8: Rating of experience finding what they want to read, listen to, or watch:
44.3% - Excellent, 46.9% - Good, 5.9% - Fair

Question 9: Local history is the most requested program (45%), Computer Skills (38.8%) Job Hunting and Current Events each had 33%

Question 10: 53% get information about programs from our website; 49% from the Gazette; 39% from posted fliers; 25% from the email newsletter

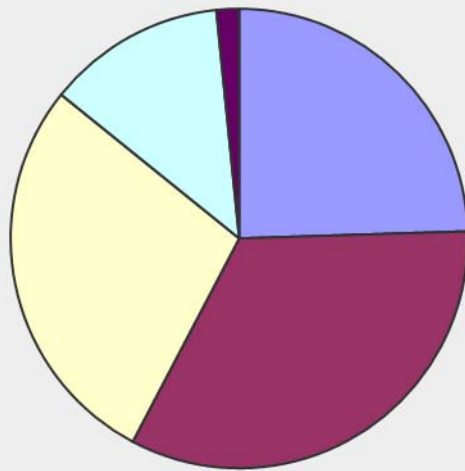
Question 11: 69.7% answered that our service meets their expectations and 29% say we exceed their expectations. 2.1% say we don't measure up.

Do you have a Library card?



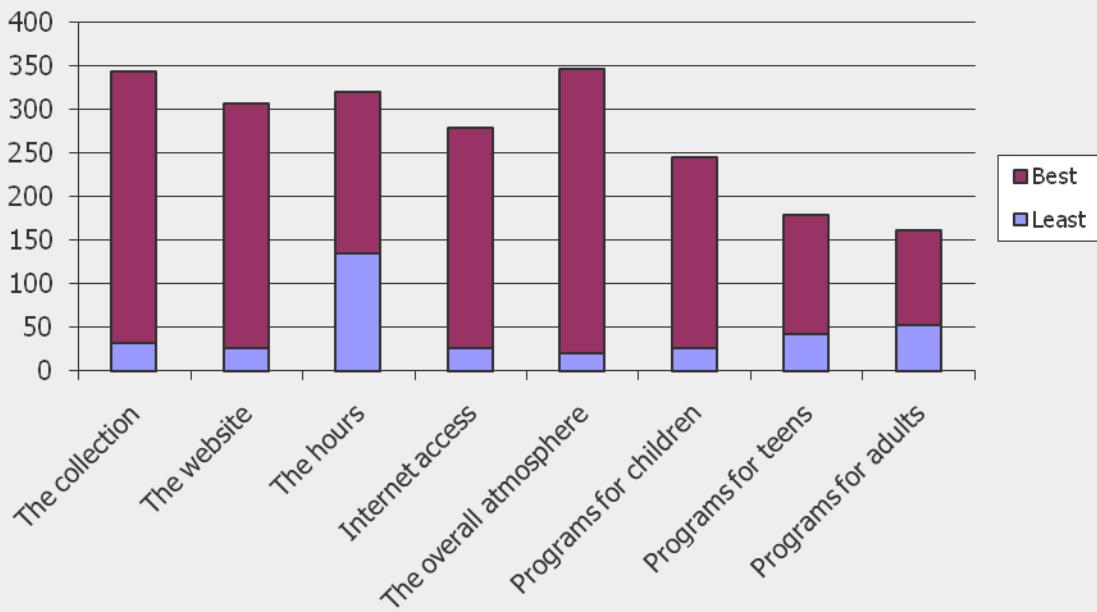
- Yes
- No

How often do you use the Library?

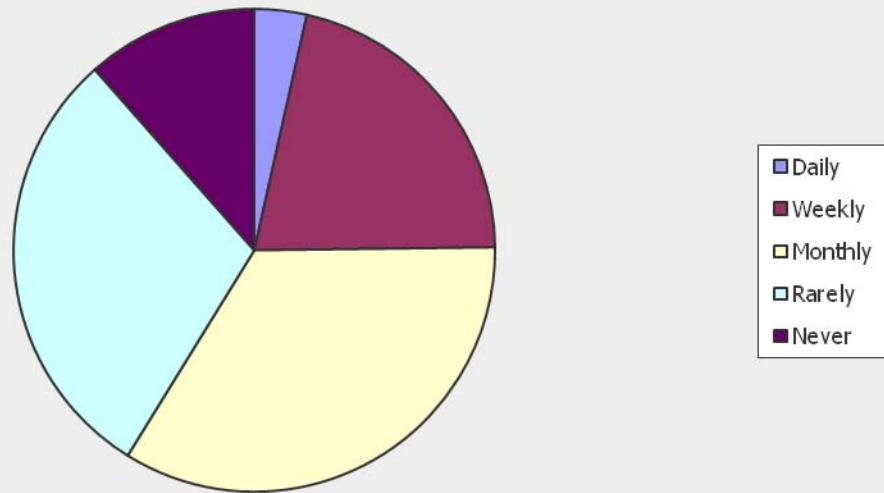


- Once per week
- Once per month
- 2 - 3 times per month
- Once per year or less
- Never

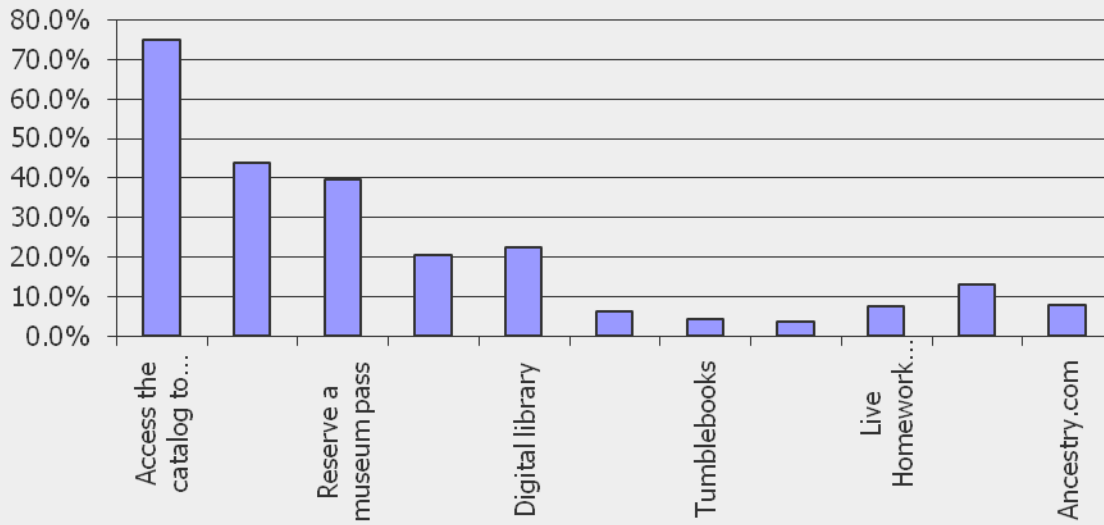
We'd like to know what you like best or least about the Library.



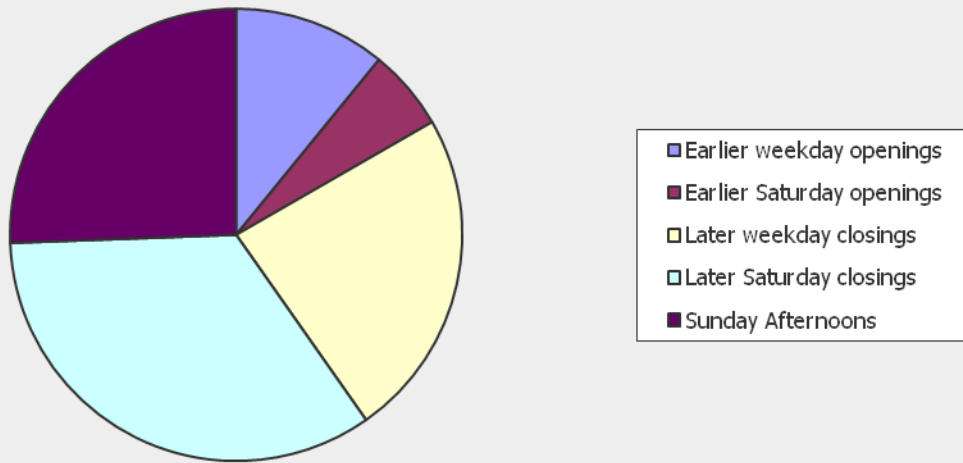
How often do you use the Library's website (www.midlib.org)?



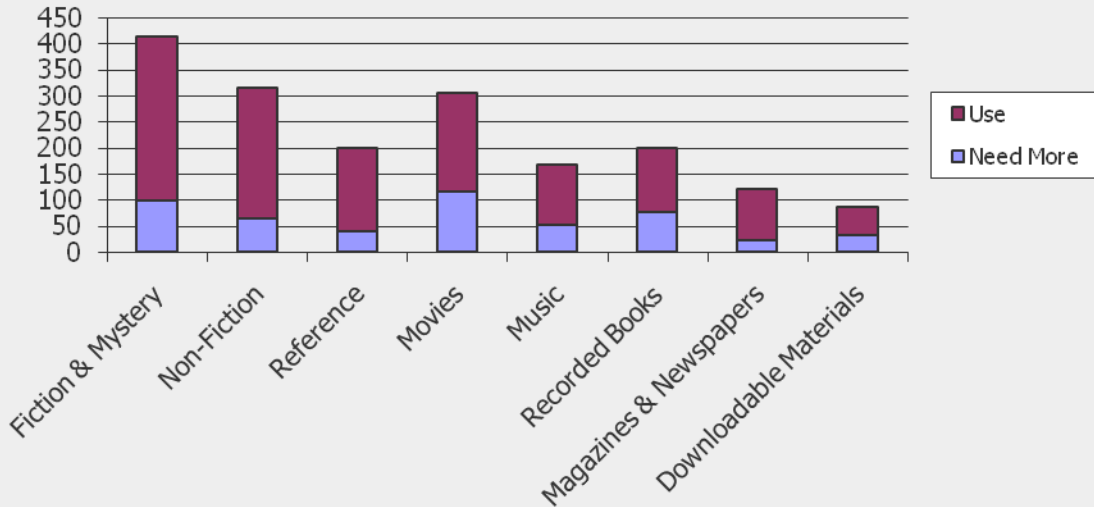
Which of the following Website features and service have you used? (check all that apply)



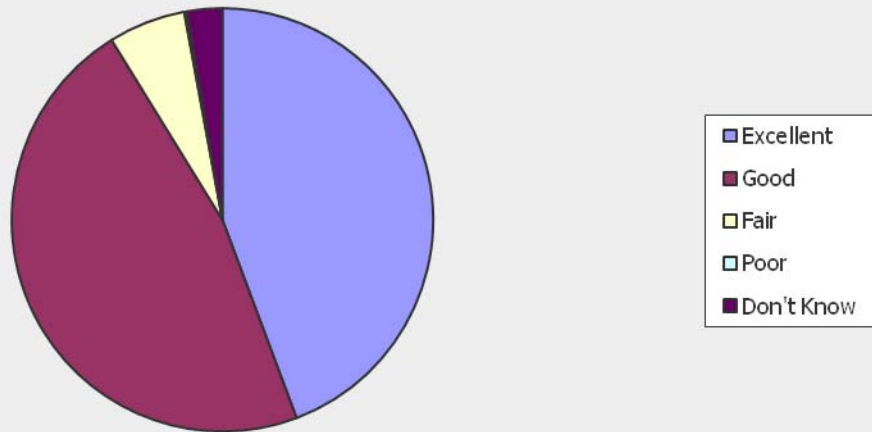
If the Library could extend its hours, where would you like them added? Check only one.



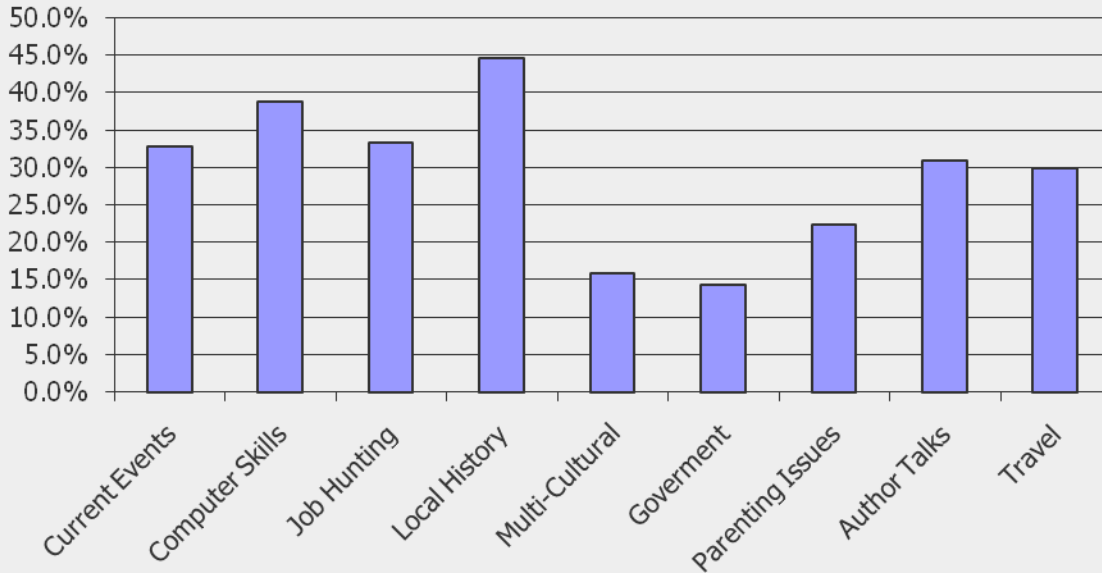
Which part of the collection do you use and which would you like to see expanded? Check all that apply



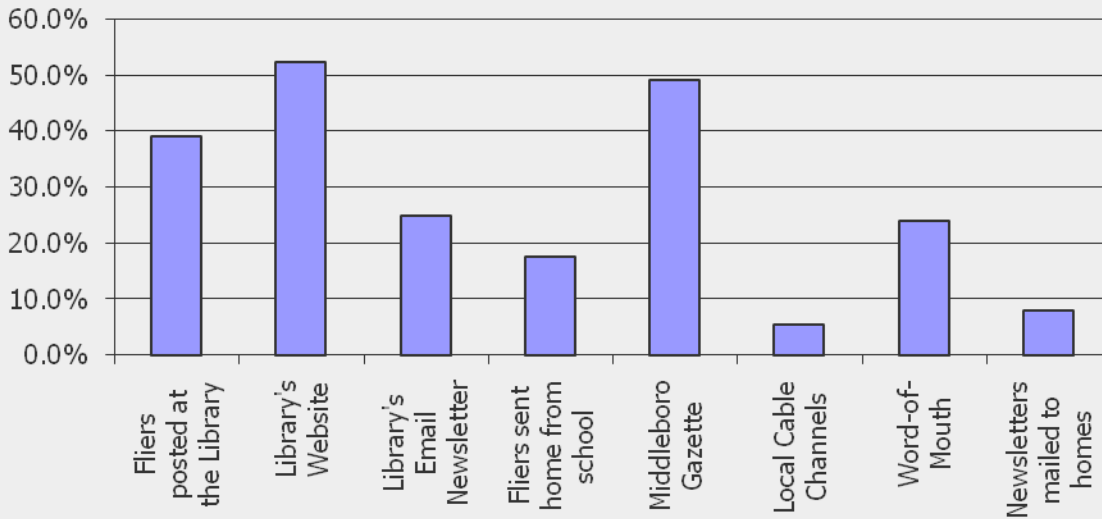
Please rate your experience finding sufficient reading, viewing and / or listening materials through your use of the Middleborough Public Library and the SAILS Library Network.



**What topics would you like to see featured in adult programming?
Check all that apply.**



Where do you find information regarding the Library's programs or events? Check all that apply.



Please rate the overall service of the Middleborough Public Library.

