



# Plan of Service

## Middleborough Public Library

### FY 2015 - 2019

## **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 problem.

This plan was developed using the model presented in *Strategic Planning For Results* (Nelson, 2008.) The Director served as a primary resource person, gathering and analyzing data, identifying library needs .Working closely with the Board of Trustees and the staff. At the initial brainstorming meeting, the vision and mission statements from the 2010-2014 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 very minimal improvement in the economy during the current planning cycle, 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 Massachusetts Library System (MLS) and participates in the Massachusetts Virtual Catalog which allows residents to access the holdings of nearly all libraries in the Commonwealth.

There are two full-time and eleven part-time employees working a total of 329 hours per week in the Library. Salaries are funded through municipal appropriation and with the use of State Aid funds. Currently, the Library is open 50 hours/week from Labor Day through Memorial Day, and 45 hours/week in the Summer. The economic down-turn during the previous plan cycle led to decreases in the number of staff hours from 368 in FY10 to the present 329.

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 not increased at a pace necessary to meet minimum standards. Waivers have been granted in fiscal years 2011 through 2014.

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.

## **VISION STATEMENT**

As a “Window to the World”, the Middleborough Public Library strives to meet the informational, educational, cultural and civic needs of its patrons by providing an extensive collection of materials, programs and other resources.

The Library seeks to build innovative partnerships with the Town’s departments, schools and other organizations to provide the community with services in the most effective manner.

As its principal philosophy, the Middleborough Public Library serves all patrons equally and impartially and creates an environment which welcomes patrons.

## **MISSION STATEMENT**

The Middleborough Public Library is a center of intellectual and cultural growth for the community. It provides facilities to promote information dissemination, civil discourse and social interaction. The Library and its staff provide a current collection of materials in a variety of formats along with the technologies necessary to access data from a broad array of resources. Programs and services for all ages are designed to offer enriching experiences and to assist citizens in integrating information into their daily lives.

## **EXECUTIVE SUMMARY**

As stated in the Introduction to this Planning document, a major intent of this process is 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.

The Library Board of Trustees was more involved in this plan than in past efforts. The entire Board along with the Library Director participated in a brain storming session at which time they looked at where the Library was at the end of the previous plan and offered ideas and thoughts on possible changes to the prior vision and mission statements.

In looking forward, it is vital that there be understanding that the Middleborough Public Library must continue to adhere to those portions of the Massachusetts General Laws (M.G.L. Chapter 78) and the Code of Massachusetts Regulations (605 CMR 4.00) as they relate to our certification by the Massachusetts Board of Library Commissioners. In the world of information, as we have come to know it, no public library can stand alone. Resource sharing and reciprocal service to citizens of other communities were incorporated into the CMR as a means to level the playing field and give the residents of the Commonwealth equal access to information.

Earlier predictions were that the population of Middleborough would have already reached the 25,000 benchmark by 2014. As of the beginning of Fiscal Year 2015, the Town has yet to reach

that level, but is likely to within the time period of this plan. The current population is 23,000. Regulations put forth by the Massachusetts Board of Library Commissioners now put the required number of hours open at 59.

The first goal is to maintain a level of service that meets or exceeds the expectations of the residents of the community. It is frequently stated by both residents and Town officials during Town Meetings and other forums that the expectation is that Middleborough's Library will always be certified by the MBLC. Thus the expansion of hours now becomes a true need.

Certification is the minimum and the Library Director and Trustees strive to exceed that by providing excellent services beyond just having the doors open the required number of hours and meeting the appropriation and spending levels. Goals 2 through 5 address ways in which we hope to offer higher quality service to our residents.

Goal 2 is of particular importance to the families of our community. In the current era of concern over test scores and the Common Core, the schools can only do so much with their on budgetary constraints. Parents want and need assistance from the Library when it comes to helping their children become the good readers that they need to be successful in school and career.

Goal 3 is similar to one of the goals in the previous plan. Libraries are dynamic institutions that are constantly changing to meet the needs of their users. The Middleborough Public Library is strives to keep pace with those changes.

Services to Young Adults is also stressed in this plan. For nearly 30 years, the goal of having a professional YA Librarian has been juggled in and out of the Library's long range plans. With the assistance of a 'Tweens and Teens Grant in 2008, the Library began to rejuvenate the collection for this age group and to offer programs in a way that had never before been done at the Middleborough Public Library. Upon termination of the grant period, the Library's attempt to maintain the Teen Scene project failed. Goal 4 endeavors to rekindle that effort.

The project that brought the Middleborough Public Library into the 21<sup>st</sup> century was completed over twenty years ago. Both the original 110 year old structure and the 22 year old addition are beginning to show their age. Additionally, over those 22 years, libraries and their usage have changed drastically. Collections now encompass many different media types. Reference collections are becoming obsolete and neglected by the patrons. The Board of Trustees and staff recognize the need for updating the physical plant and making the Library a more welcoming and vibrant place. Goal 5 addresses this concern.

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

Objective 1. By FY16, 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. The Middleborough Public Library will offer parents and children increased activities and programs designed to promote the joy of reading and improving family literacy.**

Objective 2. By FY16, the position of Children's Librarian will be returned to full time status.

Activity 1. Prepare a budget reflecting the position as full time.

Activity 2. The Director and the Trustees will advocate for this increase with the Board of Selectmen and Finance Committee

Objective 2. By FY 19, the number of literacy programs offered for families and children will increase by 10% over the current offerings.

Activity 1. In FY15, assess the current schedule and attendance levels of weekly story hours. Make modifications and / or increases in each of the remaining years of the plan.

Objective 3. The Library will improve 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.
- Activity 3. Each class from the HBB and MKG schools will be invited to visit the Library at least once during the school year.

**Goal 3. The Middleborough Public Library will provide its users with access to an up-to-date and attractive collection of titles, in a variety of formats and in keeping pace with the newest technology.**

Objective 1. By the end of FY17, total circulation of materials will increase by 5% over FY14 totals.

- Activity 1. Note circulation statistics for FY14. Weed older material; replace with newer material.
- Activity 2. Promote new materials by through media, programs and outreach.
- Activity 3. Note circulation statistics for FY17 and compare. Analyze.

Objective 2. By FY19, 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 Middleborough Public Library will augment the Young Adult department with staffing and age appropriate activities.**

Objective 1. By FY19, additional part-time YA Librarian hours will be added so that there is staffing during all open hours.

- Activity 1. Prepare a plan to incrementally add 38 hours of time to YA Staff.

Objective 2. Each year of the plan, at least 3 programs aimed at youth 11-18 will be presented.

- Activity 1. The Assistant Director will meet with the YA staff to discuss types of programs that would be of interest to tweens and teens.

**Goal 5. The Middleboro Public Library strives to maximize the utility of the building space, to improve its aesthetics and to create an even more professional and engaging atmosphere.**

Objective 1. In FY15, a committee will be formed to investigate funding and logistics of a Space Utilization Plan.

Objective 1. By FY17, a space utilization plan will be developed.

Objective 2. By FY19, the space utilization plan will be implemented.

APPENDIX A

Within the period of this plan, it is likely that 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 chart below shows the current staff with number of hours each works. Once the Library is required to open 59 hours, a total of 240 hours of staff time will be needed.

FY15 – Open 50 Hours

MG		Lib Tech	Gr 6 St 9	34.0
SD		Lib Tech	Gr 6 St 9	12.0
LS		Lib Tech	Gr 6 St 9	34.0
KD		Lib Tech	Gr 6 St 3	30.0
RR		Lib Tech	Gr 6 St 1	12.0
MD		Lib Tech	Gr 6 St 2	8.0
SS		Lib Tech	Gr 6 St 1	12.0
Part-time Total				142.0
RC		Custodian	Cust Step 9	25
CD		YA Collection Lib.	Gr 9 St 9	12
KW		Assistant Director	Gr 10 St 1	34
D.Bowker		Director	DH St 2	40
AM		Youth Ser Lib	Gr 9 St 1	32
LF		Adult Ser Lib	Gr 9 St 5	30
DI		Sys Lib	Gr 9 St 9	36.25
MD		Secretary	Gr 6 St 2	12

Number of "desk staff" hours is 142

Should be 200 for 50 hour week  
and 240 for a 59 hour week

Short 58 Hours/Week as of July 1, 2014

APPENDIX B

The following was provided to the Board of Selectmen and Finance Committee during the FY15 budget process as a request for new funding. The figures are based on the Municipal Appropriation Requirement (MAR) for Certification by the Board of Library Commissioners for the Fiscal Year 2015. Each year, the amount to meet this requirement will continue to increase.

REQUEST FOR NEW FUNDING  
FY 2015

DEPARTMENT 610 – LIBRARY

1) Short Description of need –

The Library has not met the Minimum Appropriation Requirement (MAR) for the past several years and will not meet it in FY15 without an additional \$49,350.

2) Funding Amount Requested

<u>Line item #</u>	<u>Account Description</u>	<u>Amount</u>
511104	Clerical Part-Time	9,153
511164	Assistant Director	2,765
511169	Ref/Adult Services	13,317
511168	Youth Services	7,539
524100	Building Maintenance	10,000
524800	Library Supplies	6,576

3) Justification / Impact

There are 3 main points of justification for this request.

1. The Library has not met the Minimum Appropriation for the past several years and will not meet in in FY15 without an additional **\$49,350** beyond the level services budget.
2. The Library's ability to provide our expected level of service has been impacted since the initial loss of 1 full time and 2 part time positions at the beginning of FY08. Additional staffing cuts made in FY11 resulted in the professional positions of Children's Librarian and Reference / Adult Services Librarians being made part-time. Having full time employees in these positions is crucial to a well run facility. There should also be a librarian to head up services to teens as well, as requested in each of the previous 3 long range plans.  
As well as the additional hours for the professional positions mentioned above, we should also have 58 additional hours of para-professional staff to have full desk coverage for a 50 hour operational week. It also bears repeating that when the town's population reaches the 25,000 mark, the requirement for the number of hours open increases to 59. Projections are being built

into the FY15-FY20 plan of service to increase staffing incrementally so that when this occurs, the library will be ready.

3. The addition and renovation project was completed in 1992 and so after 22 years of a minimal maintenance budget, the building is showing more than the normal wear and tear. Each year, we have supplemented the maintenance and supply lines with State Aid money. If these lines were funded to a realistic level, those State funds would be freed up to improve our materials collections.