

## TABLE OF CONTENTS

	Page
Methodology	2
Long Range Planning Focus Group	2
SWOT Responses	3
Library Mission Statement	3
Vision Statements	3
Community Profile	4
Library Profile	4-5
Needs Assessment	6
Goals and Objectives	7-10

## METHODOLOGY

The following Plan of Service was developed and written by the Library Director, in conjunction with the six members of the Board of Trustees and staff of the Joseph H. Plumb Memorial Library. It is a revision of our previous Plan of Service, which covered the years 2006 - 2010.

This plan was written following the steps outlined in the *New Planning for Results* workbook. We have compiled information that was gathered from community members from an online survey held from November, 2009 – May 2010. In addition, a focus group met twice to go over the strengths and weaknesses of the library. Staff and Trustees also did a SWOT exercise.

The planning process was and continues to be undertaken so that we can clarify our role in the community and define the needs of our patrons. We have accomplished most of the goals set forth in previous Plans, including:

- Increased usage of the library's website
- Implementing an e-newsletter
- Programs for children and adults
- Increasing the budget for nonprint materials.
- Upgrading public computer workstations
- Purchasing two laptop computers for public use
- Improve level of staffing for part-time staff
- Preparing a long-range plan for FY 2010 – 2016.

## LONG RANGE PLANNING FOCUS GROUP

The nine member Long Range Planning Committee included a broad representation of community stakeholders.

Rudy Riefstahl	Patron
Sally Shay	Patron
Betty Beaulieu	Historic Commission
Kate Tarleton	PTA
Linda Medeiros	Friends
David Smith	Trustee
Jill Bodeau	Council on Aging
Megan Pierce	Teen
Gail Roberts	Library Director

## SWOT RESPONSES

- Strengths: From Focus Group: location (in Rochester); accessibility; staff; program variety and levels; summer program; SAILS; delivery. From staff: staff relationships with community; Friends; wireless access; copy, fax, laminate, accu-cut services; library automation; good open hours.
- Weaknesses: From focus group: funding; size; lack of bike rack; lack of space for teens; limited collection; inability to fully utilize basement; not enough computers. From staff: unable to expand collection without weeding; no dedicated quiet or children’s space; no corporate sponsors; no color copier.
- Opportunities: From Focus Group: supportive town government; multigenerational community; senior connection; computers for information. From Staff: tight economy means more people using library; small community means ability for joint events; school required reading – library can provide books; we save people time and money; we are connected to more than 70 libraries in the area; we have room for expansion.
- Threats: From Focus Group: economy; state funding; ADA requirements; computers mean more people distracted; lack of time for many people. From Staff: people purchasing materials and books; downloadable media; cutbacks at state and local levels; bigger and better libraries in surrounding communities; over-scheduled families with no time for library programs or reading; too much emphasis on required reading over pleasure reading; lack of community support for library expansion in the past.

## MISSION STATEMENT

It is the mission of the Joseph H. Plumb Memorial Library to make available to the people of the town of Rochester a center which provides information, entertainment, education, and enrichment. We seek to provide these services to all segments of the community, and to all age groups. Our collection will reflect the wants and needs of the whole community, and we will make available, as best we can, material in many formats and reflecting many points of view. The Trustees and staff are committed to intellectual freedom, and support the Library Bill of Rights.

## VISION STATEMENTS

- Rochester will be a town that provides something for everyone.
- Rochester will have inviting, well-lit and well-maintained public spaces.
- Rochester will be a town that values education, and its’ historical heritage.
- Rochester will remain a family oriented community where residents have the opportunity to interact and build relationships through an array of social events.

- Plumb Memorial library will be a focal point of community life that connects and unites the people in town.

## THE TOWN

Rochester is a small, rural community located in Southeastern Massachusetts. The current population is more than 5,000 due to the presence of the commuter rail to Boston in the neighboring town of Lakeville. Two over-55 communities have been established in the town, with more being planned. The town, being rural in nature, does not have much of an industrial influence; its main industry is cranberry production. However, Covanta/SEMASS trash-to-energy plant supports the town and has given a gift of \$10,000 to the library's basement project. Recently, the town sold a large plot of land to a developer, in hopes that a shopping center would be established. This should bring some much-needed industry to town.

The town has an excellent elementary school and is home to Old Colony Regional Vocational Technical School. Students in junior high and high school attend regional schools. Preschool-aged children are fortunate to have several quality private preschools in the area to choose from.

## THE LIBRARY

The library has always played a small but important role in the town. That role has gotten bigger as the library increased its hours, expanded its services, and improved its collection over the past years. Formerly located at the Town Hall, the current library building (along with the land it is built on), was donated in 1976 by Dorothy Plumb, in memory of her late husband Joseph.

The library is governed by an elected board of six Trustees. It is directed and run by a Library Director who is appointed by the Trustees, and has a small staff of one full-time Library Assistant II for Circulation Services, one part-time Library Assistant for Children's Services, and a Page. The library is also fortunate to have a small but dedicated group of Friends and Junior Friends who donate their time to assist with library projects, programs, and day-to-day duties. The library is currently open 41 hours a week, with 2 evenings per week and 4 hours on Saturday.

The library's collection consists of fiction and non-fiction titles for children, young adults and adults, a historical collection, and collections of large-print material, video and DVD materials, audio and CD-books, computer software, an expanding collection of video games, museum passes, and periodicals. All collections are continually weeded in order to make room for newer titles.

The library was fully automated in 1995, and now is an active participant in the SAILS network, which gives us access to the collections of many other libraries, including public, college, and school libraries. Since our collection consists of 25,000 items, access

to the collection of other libraries in our network enables us to circulate over 55,000 books per year.

The library building is a one-room, open-plan, Cape-style structure with a vestibule. Lack of space has been a constant problem, and one which was addressed and attempted under the previous Plans. There are no quiet study or staff areas, and there is no public meeting area or place to hold programs. Indeed, the town as a whole lacks a public meeting space outside of the Council on Aging. It is hoped that the basement project, when finished, can provide the town with some public meeting space.

The library is well-utilized by all age groups, and provides many programs during the year for children and adults. Each summer, the library hosts a very popular Summer Reading Program with the help of the Friends and other volunteers. Access to free Internet access through library computers is available and in order to meet the demand for more computers, two laptops were purchased for in-house use. We continue to have a solid base of adult patrons who read for pleasure, but we have been noticing a downward trend in circulation and program attendance. A lot of our regular patrons have had changes in their lives, and no longer have the leisure time to read or attend programs. We need to bring new patrons in the door, and, to that end, we will be developing a marketing plan, concentrating on students, Senior Citizens, and other adults.

The library currently operates on a small budget. We have had strong support of the community in our efforts to maintain our budget during these difficult economic times. We receive a small amount of LIG/MEG money each year, and have been fortunate to be awarded grants in the past, as well as donations from Eastern Bank, and Covanta/SEMASS. We have a Friends of the Library group that raises funds to help with library programs and projects, and we have some library trust funds that can be utilized for specific improvements in the collection.

In light of the rejection of the MBLC Construction Grant, the Town had set in place a plan to award the library with \$150,000 over a three year period to conduct much needed improvements and renovation. Projects completed with these funds include a new roof, gutters, heating and air conditioning, additional wiring and total renovation of the restrooms, the renovation and expansion of the entrance into the library, paving and redesigning the parking lot to create more spaces and a new driveway entrance, a new front door, the reshingling of the front and side of the library, and beginning to finish the basement for a meeting room/program space. In addition, memorial funds were used to move the gazebo and create a reading garden, which has been used for weddings and concerts.

#### CURRENT LIBRARY SERVICE

The library complies with all the requirements for State Aid for a library of its size:

- Open to all Massachusetts residents
- No charge for normal library service

- Open at *least* 15 hours per week
- At *least* 20% of budget spent on materials
- Have appropriately qualified personnel
- Municipal appropriation is at *least* 2.5% greater than the average appropriation of the last 3 years.

### NEEDS ASSESSMENT

This assessment was developed through information gathered from a focus group, and an online survey.

#### Survey

The survey was hosted by Survey Monkey, using the SAILS subscription. 68 responses were recorded.

- ◆ 45% visit the library at least once a week. 35% visit 2-3 times per month.
- ◆ 57% rate their library experience as excellent; 38 % as Good.
- ◆ Most respondents want to see expansion in DVDs and museum passes, which are the two categories that are used the most, other than the books.
- ◆ 76% of respondents find information about library programs from the fliers at the library. 48% use the library's website, and 53% use *The Wanderer*, one of three local weekly papers. 42% find their information from the library's newsletter.

Most respondents would support the construction of a new wing on the east side of the library. However, the town cannot support this construction for the next 3-4 years, as the elementary school is being completely renovated and expanded, and the Town Hall is not fully handicap accessible. It was the opinion of the Trustees that we cannot in good conscience ask for money for more space when we haven't fully utilized the space that we have. With that in mind, we are going ahead with renovating the basement, including putting in an elevator and handicap- accessible bathroom, with the full support of the town.

### OUR GOALS & OBJECTIVES FOR THE YEARS 2011 - 2016

The *goals* describe the result or the outcome that the library is trying to achieve. The *objectives* are ways in which progress towards achieving those goals will be measured. Specific *activities* are tasks to be performed in pursuit of the goals and objectives. In order to ensure that the plan is a living, changing document, activities will be developed on an annual basis and will be changed and modified as needed.

## **BUILDING**

### **GOAL 1: RESIDENTS WILL HAVE A LIBRARY FACILITY THAT IS WELCOMING AND ACCESSIBLE TO ALL CITIZENS.**

Objective 1: Finish the basement area and set up storage space, meeting room space, and program space.

*Activities:*

- Purchase floor tile and install
- Install shelves for storage
- Install dehumidifier and cover ductwork
- Purchase furnishings for meetings.

Objective 2: Raise funds and support for an elevator and bathrooms to make the basement area handicap accessible.

*Activities:*

- Seek corporate funding, matched by Friends fundraising.
- Seek appropriate grants or loans.

## **SERVICES**

### **GOAL 2: RESIDENTS WILL BE MADE AWARE OF THE SERVICES THE LIBRARY PROVIDES TO ASSIST THEM IN THEIR PERSONAL LIVES, AT WORK, OR AT SCHOOL.**

Objective 1: Redesign the library's website.

*Activities:*

- Purchase new web design software, either through Tech Soup or SAILS
- Seek out a volunteer, either a college student studying web design or a student from Old Colony studying web design, to redesign web page.
- Get Trustee approval before putting the new webpage up.
- Update as needed.

Objective 2: Create a marketing plan.

*Activities:*

- Research library marketing and marketing plans.
- Rewrite mission statement
- Target areas where marketing is needed
- Using the Five-year Plan, prepare a marketing plan

- Get Trustee approval of the plan before implementing.
- Solicit corporate and business partners through Tri-town Business Association and Lions Club.

Objective 3: Start outreach to the Council on Aging

*Activities:*

- Schedule regular visits by library director
- Talk to COA director about a book discussion group at the COA: mysteries, romance, large print, etc.
- Prepare reading lists for their special programs

Objective 4: Publicize the historic collection

*Activities:*

- Prepare resource list of materials available for genealogists or local history buffs.
- Make sure the historic collection is part of the marketing plan.
- Take pictures of realia in collection

## **PROGRAMS**

**GOAL 3: ALL RESIDENTS WILL HAVE AN INVITING PLACE TO MEET AND INTERACT WITH OTHERS IN THE COMMUNITY.**

Objective 1: Open the basement for use by civic and community groups during library hours.

*Activities:*

- See #1 for steps in opening basement.
- Prepare a meeting room policy and scheduling apparatus.

Objective 2: Provide programs for adults and children throughout the year.

*Activities:*

- Attend Adult Programming Roundtables offered by SEMLS.
- Solicit ideas from Friends and patrons via a survey.
- Prepare a marketing plan targeting unserved populations.

## **COLLECTION**

**GOAL 4: RESIDENTS WILL HAVE ACCESS TO A COLLECTION OF MATERIALS THAT WILL MEET THEIR NEEDS FOR RECREATIONAL READING, VIEWING, AND LISTENING.**

Objective 1: Create a schedule of weeding to create space for new titles.

*Activities:*

- Use Director's Station to create weeding reports every spring.

Objective 2: Add more Playaways for audio books, and promote use of the Overdrive service.

*Activities:*

- Replace popular damaged or lost audio books with Playaways.
- Schedule instruction times on Overdrive music and audio book downloads.

Objective 3: Purchase more computer games, DVDs, and museum passes.

*Activities:*

- Put more budget money into purchasing non-print and software/electronic games.

Objective 4: Eliminate the juvenile videos.

*Activities:*

- Withdraw juvenile videos by January 2011.
- Shelve computer games where the videos are now.

Objective 5: Conduct an annual survey to obtain information from library users.

*Activities:*

- Conduct an annual online survey using Survey Monkey.

Objective 6: Pursue a grant to digitize the historic collection

*Activities:*

- Create an inventory of historic collection. Request assistance from Historical Society
- Take pictures of realia.
- Move historic collection to the basement, once the dehumidifier and shelving have been installed.

## **TECHNOLOGY**

### **GOAL 5: LIBRARY USERS WILL HAVE ACCESS TO CURRENT INFORMATION TECHNOLOGY.**

Objective 1: Replace all public Internet computers by end of FY2011.

*Activities:*

- Purchase 6 new computers through SAILS by June, 2011.

Objective 2: Purchase a DVD projector.

*Activities:*

- Friends will fundraise for this

Objective 3: Purchase an e-book reader for patrons to use.

- Explore the options between the Sony EBook Reader and the Barnes & Noble Nook

- With Trustees and Staff, write policy and procedures.
- Purchase a reader.
- With help from the Friends, purchase titles to load on the reader.
- Publicize the reader.

### **STAFFING**

#### **GOAL 6: IMPROVE LEVEL OF STAFFING AS NEEDED.**

Objective 1: Increase children's assistant's hours to full time (37.5).

*Activities:*

- Needed to cover desk for meetings, programs, etc.

Objective 2: Add a part-time (10-15 hrs/wk) library assistant to cover desk if basement meeting and program space is finished