



STRATEGIC PLAN FY 2019-2024



Purpose of the Strategic Plan

Mattapoissett Free Public Library's Strategic Plan is to articulate the direction and manner of library services for the next five years to meet the changing needs of the community. The emphasis of library service in the 21st century has evolved to be relational rather than transactional, responsive rather than passive, and creative and collaborative in its approach to literacy in all forms—reading, digital, financial, civic and cultural. The library has embraced this shift, and we strive to engage with the community to provide inspired and efficient library service for all.

Mission

The mission of the Mattapoissett Free Public Library is to make available to the entire community those materials, programs, and services necessary to assist and support all its citizens in pursuit of their civic, educational, informational and recreational interests and needs.

Vision

The Mattapoissett Free Public Library will continue to develop as a community center, offering a safe, comfortable, and inspiring environment in which all citizens can gather to read, learn, and thrive. The staff will provide excellent customer service for every user, both resident and non-resident.

Strategic Goals

- Maintain a safe, comfortable space in which to gather, read, and enjoy activities
- Create accessible, online spaces that guide citizens in reading, learning and information gathering
- Provide information in all formats to support and promote citizenship at all levels
- Collect and maintain resources and current materials in all formats for reading, listening, viewing for pleasure, inspiration, and life-long learning
- Offer the community free access to up-to-date technology and to support its use with training opportunities



Mattapoissett Free Public Library

STRATEGIC PLAN

Fiscal Years 2019-2024



7 Barstow Street
Mattapoissett, MA 02739

Submitted to the Massachusetts Board of Library Commissioners
by the Mattapoissett Free Public Library Board of Trustees

Approved by the Mattapoissett Free Public Library Board of Trustees on September 20, 2018

Ruth Jolliffe, Chair
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Table of Contents

Introduction	2
Methodology	2
Community Description	4
Library Description	5
Mission and Value Statements	7
Library Vision Statement	8
Goals and Objectives	8
Review of Strategic Plan	13
Acknowledgements	13
Sources	13

Appendices



Introduction

The purpose of the Mattapoisett Free Public Library’s Strategic Plan is to articulate the direction and manner of library services for the next five years to meet the changing needs of the community. The emphasis of library service in the twenty-first century has evolved to be relational rather than transactional, responsive rather than passive, and creative and collaborative in its approach to literacy in all its forms—reading, digital, financial, civic, and cultural. In Mattapoisett, trustees, library staff, and Friends have embraced this shift, and strive to engage with the community to provide inspired and efficient library service for all, with the enthusiastic support of the town.

Methodology

The Mattapoisett Free Public Library engaged in a strategic planning process beginning in FY 2016 with a review of the existing plan and engaging the library staff, Board of Trustees, and other community stakeholders in renewed planning activities. The needed community and library data were identified for an assessment of community need, for both library users and non-users. Key community individuals were identified who could provide valuable input, and they were consulted

throughout the process. The library director attended a Massachusetts Library Systems Strategic Planning Workshop conducted by Kristi Chadwick in April 2016. Materials made available from the Massachusetts Library System, and the Massachusetts Board of Library Commissioners provided helpful guidance.

Several community surveys were drafted with staff input to assess community satisfaction with library service. One survey was distributed at the annual town meeting and collected there. While not a random survey, it was one way to collect information from potential non-users as well as users. A second community survey was mailed with a stamped, self-addressed return envelope to 200 residents identified by using the local telephone directory. This was an additional effort to reach users and non-users. Further, surveys were also given twice to library staff and once to the Board of Trustees and to members of the Mattapoisett Library Trust, a non-profit corporation that provides financial support to the library. Members of the Friends were also surveyed. These surveys were analyzed, some with the assistance of the planning consultant, Elizabeth Hill, and helped form the goals of this Plan. [See Appendix.]

Each member of the library staff and the members of the Board were presented with the Library Services Responses from the previous planning process. They were asked to select the top five services responses that believed now best served the goals of the library as understood from the collected community data. The library staff completed a SWOT exercise and discussion. [See Appendix.]

The library director met periodically with the planning consultant to discuss the survey results and plan for next steps in the process.

The library director attended the Research Institute for Public Libraries (RIPL) when it was offered in Maine (August 2017) and in Devens, Massachusetts (May 2018). The information was very helpful in many ways, including creating surveys, and the collecting, analyzing and presenting of data. She also attended several PLA webinars on data gathering beyond surveys and community assessment.

Data gathered included Mattapoisett demographics available from the Town Clerk, from the Department of Education, and the American Community Survey, based on the federal census. Statistics reflecting library use were gathered from the SAILS Library Network, including circulation, holdings, and number of users. [See Appendix for data tables.]

Based on community and library network data, survey results, and discussions with staff and Board members, a new draft of the Strategic Plan was prepared by Susan Pizzolato, Library Director, and brought to the library staff for input. It was then presented to Board of Trustees for discussion and approval. The plan will be submitted to the Massachusetts Board of Library Commissioners (MBLC) in October 2018. Once it is accepted by the MBLC, it will be shared with the Town Administrator, the Board of Selectmen, and will be available to the community. A summary and full version will be available on the library website and the town's website.

Each year after reviewing the Strategic Plan, a new Action Plan will be submitted to the MBLC. During the fourth year, a new planning committee will be formed to draft a new plan of service.



Community Description

Mattapoissett, an Indian name meaning “summer place of rest,” is a coastal community located in Plymouth County in southeastern Massachusetts. It is bordered on the west by the towns of Acushnet and Fairhaven, on the east by the town of Marion, on the north by Rochester, and on the south by Buzzards Bay. Mattapoissett is 17.34 square miles with a population density of 380 persons per square mile. Its population in 2016 was estimated by the U.S. Census Bureau to be 6,216, and 96.1% white. The town’s population is projected to be approximately 6,921 persons by the year 2020.

The median age in Mattapoissett in 2010 was 47.7 years of age up from 37.9 in 1990. The age range that saw the largest increase from the 2000 federal census to the 2010 census was 60-64 years old (+52.8%). According to the American Community Survey (ACS), another federal census tool, the increase from 2000 to 2016 for 60-64 year olds was 112.3%. According to the same ACS period, 2000-2016, the age range with the largest % decline was 20-24 years, at 85%. The second most significant decline was the age range of children under 5 years old, with a 44% decline from 2000-2016. This explains declining school enrollment. 96.3% of the population has a high school diploma. 72% of the population has a college degree or higher education.

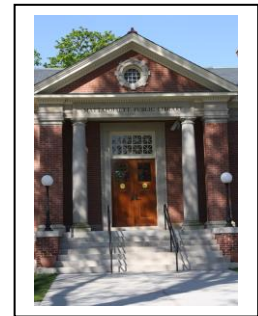
Incorporated in 1857, Mattapoissett has an open town meeting form of government, with three elected selectmen and a town administrator. There is a town website that assists in disseminating government information to its citizens. Routes 6 and Interstate 195 pass through the town making commuting to Providence (39 miles), Cape Cod and Boston (60 miles) convenient. The proximity of Route 495 in nearby Wareham also facilitates access to larger cities north.

The town has four major areas. The waterfront area includes several beach neighborhoods. The village, which is south of Route 6, is the most densely populated area. The area between Route 6 and Route 195 to the north of the village is residential, open space, with the location of an industrial park near the highway. The area beyond Route 195 becomes rural. The industrial park is the major business area. There are some small businesses and shops along Route 6 north of the village, with some turnover. These include a post office, gift shops, banks, restaurants, a toy store, and a yoga studio. Some businesses specialize in financial services and grooming. Professional offices are also located along Route 6 in this area. The largest employers within Mattapoissett are Logo 7, a sport apparel manufacturer; Brownell Boat Works; Dennis Mahoney and Sons, hardware; the Mattapoissett Boat Yard; and Fisher and Rocha, real estate/construction. In the 1800s and into the twentieth century, shipbuilding was a thriving industry. The boating industry is still prominent as recreational boating and seaside activities are major attractions for residents and visitors.

The picturesque harbor continues to be the geographical and cultural focal point of the community. Mattapoissett’s population almost doubles in the summer months, according to a local realtor. Seasonal visitors can enjoy weekly band concerts in the gazebo and antique car displays in Shipyard Park. There is an annual July 4th road race, and Harbor Days is a festival held on the third weekend in July. Many activities are planned by the Lion’s Club, and vendors of fine crafts and food come

from miles around. Camp Massasoit, a YMCA camp for children, is located on a beautiful stretch of land along Mattapoissett's shoreline. Many functions are held here in addition to Y camp and child care programs. There are yacht clubs, golf courses, private tennis clubs, and an historical museum in the town owned by the Mattapoissett Historical Society. The Bay Club, a private development of luxury homes and condominiums, opened in 2006, and offers its members a country club atmosphere with a championship golf course, many amenities and activities.

Mattapoissett is a "Right to Farm" community with 20 working farms covering over 400 acres within the town's borders. Open space and recreation are valued. The Mattapoissett Land Trust, Inc. is an active organization, preserving and maintaining over 650 acres with the support of donors, local Community Preservation Act funds, and collaborations with other regional conservation organizations.



Library Description

The Mattapoissett Free Public Library is located in the downtown village, one block north of the harbor and one block south of Center School, which houses kindergarten through grade 3 classes and the Council on Aging. The library is walking distance from the town hall and the town beach. The original brick building, designed to serve a population of 1,100, was dedicated in 1904, was well used and eventually outgrown. With a state construction grant, a town appropriation, and a successful private fundraising campaign, \$5.2 million was raised for a newly renovated facility that opened to the public in March of 2008. The 15,000 square foot building consists of a main floor for adult and young adult services and a lower level for children's services. There is also a mezzanine over the main circulation desk used for additional casual reading space. An elevator services both full floors. The Howard Stillman Bates Marine Research Room, dedicated to the twentieth century shipbuilding, industry, features ship models, maps, ephemera, art, and memorabilia related to shipbuilding, in addition to local history and town records. The downstairs meeting room, which seats 75 persons, hosts library and community programs and meetings most days and evenings throughout the year.

The library staff consists of three full time staff (library director, adult services librarian and children's librarian) and two part-time librarians. There is one part-time librarian technician who serves as the cataloger and has an M.L.I.S. Seven part-time librarian technicians, a part-time page, and a part-time custodian comprise the rest of the very able staff. Seven members of the staff have degrees in Library Science. A former part-time library technician now serves as a substitute. Volunteers, trained and supervised, assist the staff by shelving, helping with book repair, and other tasks.

The Mattapoissett Free Public Library is governed by a six-member elected Board of Trustees. Board members serve three-year, staggered terms. The director is appointed by and is directly responsible to the Board and is an employee of the town. The Mattapoissett Library Trust, a private, non-profit corporation, maintains an endowment for the benefit of the library as defined by its mission statement: "The Trust underwrites new programs, enhances the collection, and enriches the Library environment in areas that are beyond the normal operating costs of the Library."

The Friends of the Mattapoissett Library, Inc. offers monthly book sales, an estate jewelry sale, and conducts other fundraisers that supplement the town appropriation for the library in much needed ways. In fact, support from the Friends provides all the museum pass subscriptions and most of the funding for programs and related supplies. The members work closely with the library director and staff and serve as library ambassadors to the community.

A team of enthusiastic volunteers and participants in the town's senior tax abatement program provide much needed assistance with shelving, shelf reading, book repair, craft preparation, and other tasks for the library staff. Their considerable skills help the library run smoothly.

The library is open 43 hours per week over six days, including two evenings and Saturdays, and Sundays from Labor Day to Memorial Day. This schedule exceeds the minimum of 25 hours required by the Massachusetts Board of Library Commissioners for the community's population group.

The library budget is voted each year at the Annual Town Meeting in May. The FY 2019 town appropriation is \$466,216, including \$75,000 for materials. The materials line item does not meet the minimum materials expenditure requirement (approximately \$88,581 @ 19% of the library appropriation), so the budget is supplemented with funds from state aid, library fines, The Library Trust, the Friends, grants, and other donations. It is a goal of the Board of Trustees and library director to increase the materials appropriation so that additional fundraising will be dedicated to programs and enhancements rather than helping to meet the minimum materials requirement. This has also been the goal of the Board of Selectmen. Increases in materials have been consistent as have increases to staff capacity. The amount allocated for materials has increased from \$39,000 in FY 2010 to \$75,000 for FY 2019, an increase of 92.3%.

The Mattapoissett Free Public Library is a member of the SAILS Library Network, a member-driven corporation that represents 75 public, academic, and school libraries throughout the southcoast. Staff members serve on network committees, attend trainings and workshops, and meet with colleagues for planning and other collaborative activities.

There are currently 5,073 registered users, of which 4,310 are Mattapoissett residents, or approximately 85%. Materials for children under five years old are checked out using the library cards of their parents, grandparents, or guardians so that number, while significant, is not included in the total number of registered users.

The library collection totals 117,770 items, including books, audiovisual materials, periodicals, digital titles, and non-traditional items. The number of physical items (books, periodicals, audiovisual items, and non-traditional items such as kits) equals 56,152. Total circulation for FY 2018 was 90,970 items, including electronic titles. This is an increase of 1.69% from the previous year. Book circulation has decreased by 9% from the previous year. This is consistent with circulation reported by other libraries in the region as traditional roles of the library evolve to represent more diverse items and activities. For example, the addition of a 3D printer and scanner enables the library staff to teach the use of this technology to the public and offer a 3D hub service to print items on order. This opportunity has

been popular with patrons of all ages. The collection also includes non-traditional items offered for borrowing including fishing poles, snow shoes, a bicycle, a sewing machine, binoculars, cooking equipment, a book binding machine, a telescope, a guitar and ukulele, an LCD projector, Enchroma glasses, podcasting equipment, and metal detectors. More than two dozen science backpacks contain books, equipment, journals, and activity sheets to encourage families to enjoy the outdoors as citizen scientists. Offering these items has created excitement about the library's unique collection, attracted new users, and promoted the staff's philosophy of active, collaborative learning.

The library staff partners with key community organizations and agencies that enhance community life. Programs have been co-sponsored with the Mattapoisett Historical Society, the Mattapoisett Land Trust, the Council on Aging, the area League of Women Voters, the public health nurse, and the school department. School visits by the Adult/Reference Librarian have fostered a strong relationship with high school students and faculty. Library staff members serve on committees such as the Healthy Tri-town Coalition, and provide support and expertise to local child care providers and teaching staff. Social service outreach includes collecting and distributing children's pajamas and new books, food and clothing items, and other needed items as indicated by The Women's Center, the Southcoast YMCA, area food pantries, and homeless shelters. The community responds generously to the needs of area agencies, and the library is able to collect and pass along their contributions.



STRATEGIC PLAN

Mission Statement

The mission of the Mattapoisett Free Public Library is to select, organize, maintain and make available to the entire community those materials and services necessary to assist and support all its citizens in the pursuit of their civic, educational, informational, and recreational interests and needs.

Library Values

The Mattapoisett Free Public Library values:

- Excellent customer service for every user, both resident, and non-resident
- Open and free access to all

- A comfortable and safe facility
- Intellectual freedom and personal privacy for all ages
- Effective and efficient curation and stewardship of library resources
- Encouragement and support for open inquiry, curiosity, creativity, and cooperative learning
- Civic engagement, both in person and through digital access

Vision for the Library

The Mattapoisett Free Public Library will continue to develop as a community center, offering a safe, comfortable, and inspiring environment in which all citizens can gather to read, learn, and thrive.

Goals and Objectives

FY 2019-2024

Visit a comfortable, safe space...

1. **GOAL: The residents of Mattapoisett will enjoy a safe, well maintained, and comfortable facility in which to gather, read, and enjoy activities, and make use of accessible virtual spaces to guide them in reading, learning, and information gathering.**

Objective: 95% of patrons surveyed will indicate the library and its holdings are well organized and easy to locate by June 2019.

Activity: Complete the relocation of all groups within the collection, including non-traditional items.

Activity: Create and install signage designating collection groups.

Activity: Utilizing User Experience (UX) best practices, test patron ability to locate items in the collection. Discuss results at a staff meeting.

Activity: Make necessary adjustments to signage and displays based on UX outcomes.

Objective: The library's website and social media outlets will be evaluated for content, visual appeal and usefulness according to patrons by June 2020.

Activity: Gather a committee of staff members and volunteers to review the library's website and social media presence.

Activity: Review related policies.

Activity: Utilizing User Experience best practices, review patron experiences with the website and its features. Discuss results.

Activity: Review effective library websites for design and usability. Discuss.

Activity: Gather all results, discuss, and make recommendations for changes.
Activity: Review changes and reevaluate.

Objective: By June 2019, young adults will have a redeveloped, inviting area of the library in which to read, socialize, work, and create.

Activity: Review and revise facility development plan as it relates to the young adult area.
Activity: Order furniture, carpet, and rearrange floor plan.
Activity: Develop new signage and install.

Objective: The Children's Department will be further modified for accessibility and best use of space by September 2020.

Activity: Review and revise facility plan as it relates to the Children's Department.
Activity: Schedule changes to be made to the circulation desk with the contractor.
Activity: Order any additional furnishings needed to complete the plan.



Be an informed citizen...

- 2. GOAL: The residents of Mattapoisett will have the information needed in all formats to support and promote citizenship and decision-making on the local, state and national levels and to be knowledgeable about world affairs.**

Objective: Collect relevant information and promote the library as a citizen resource center by June 2019.

Activity: Evaluate the adequacy of space designated for the purpose of displaying voter information and other government resources.
Activity: Determine which staff members will collect related print and web resources.
Activity: Review policies related to displaying government and organizational information.
Activity: Purchase additional literature display racks.
Activity: Make improvements to the library website and add relevant links.

- Activity: Collaborate with other agencies, departments, and community organizations to gather information to assist citizens.
- Activity: Prepare a plan to promote the library as a resource for citizen information
- Activity: Evaluate usefulness of information resources.

Objective: Offer a series of speakers on topics of interest to citizens from town departments, organizations, and state and federal agencies by December 2020.

- Activity: Gather a committee to consider speakers and offer invitations.
- Activity: Schedule and promote events.
- Activity: Create displays that relates to speakers' programs.
- Activity: Keep statistics on attendance.
- Activity: Evaluate impact via surveys distributed at the events.

Objective: Evaluate the collection of information about regional, state, federal, and global issues by the end of each year.

- Activity: Designate staff members who will evaluate the collection in the various departments for relevancy and accessibility.
- Activity: Weed dated materials, order and process new materials.
- Activity: Evaluate circulation and in-house use of these materials.
- Activity: Continue to evaluate the collection each year.

Stimulate the imagination...



3. **GOAL: The residents of Mattapoisett will have resources and current materials in all formats to allow reading, viewing, and listening for pleasure, inspiration, and life-long learning.**

Objective: Patrons will indicate satisfaction with makerspace and hands-on learning at the library by December 2020.

- Activity: Create an interest survey for adults and young adults to help determine the scope of makerspace activities.

- Activity: Administer the survey in the library, online, and in the high school.
- Activity: Analyze and discuss the results with staff members.
- Activity: Develop a plan for workshops and programs to be conducted by staff members and guest presenters.
- Activity: Develop a budget for the programs series and identify funding sources.
- Activity: Promote the series, implement, and take attendance.
- Activity: Discuss the success of the series based on patron satisfaction surveys and anecdotal evidence.

Objective: Increase opportunities for youth to discuss their recreational reading by September 2020.

- Activity: Plan a book discussion group for students in grades 4-6.
- Activity: Identify staff and students who will select books and determine the format of the meetings.
- Activity: Promote the book discussion group in Old Hammondtown School and with home schooled students.
- Activity: Evaluate the successfulness of the book discussion groups based on attendance and anecdotal evidence.
- Activity: Plan to continue the 1000 Books Before Kindergarten program for children ages birth to 5 years old.
- Activity: Implement the program, expanding opportunities for outreach to child care providers
- Activity: Evaluate the impact of the program by surveying adult participants about their children's reading behavior each year of the program.

Connect to the online world...

4. GOAL: The residents and guests of Mattapoisett will have access to up-to-date technology as it evolves at low or no cost to meet their needs and interests.

Objective: Use of existing library online and electronic resources will increase by 20% by June 2019.

- Activity: Library staff will examine use of electronic resources and Internet using statistics available from the Envisionware program and data from SAILS.
- Activity: Examples of Technology Desks available will be reviewed.
- Activity: Determine if upgrades are needed to library connectivity.
- Activity: Acquire additional seating, if needed, for Wi-fi access within the library.
- Activity: Promote the opportunities for online access, including in-library computer use and Wi-fi, throughout the community.

Activity: Evaluate statistics to track use of in-library Internet access.

Objective: Use of the library's digital media will increase by 10% by June 2020.

Activity: Identify staff members who will monitor use of digital media for children and adults.

Activity: Collect statistics on digital media use and discuss.

Activity: Consider use of digital media in regard to existing subscriptions and potential new subscriptions and consider budget allocation.

Activity: Promote use of digital media both in-house and via the library's website and email communication.

Activity: Continue to evaluate use of digital media by the public.

Objective: Patrons will indicate their satisfaction with training opportunities at the library by June 2021.

Activity: Gather staff members to discuss existing training opportunities for the public.

Activity: Survey patrons about their need for digital media training. Discuss results.

Activity: Survey staff to measure their proficiency with relevant technology.

Activity: Offer training to staff, including in-house training, online, and at workshops.

Activity: Develop a training schedule depending on the results of the survey.

Activity: Promote training opportunities throughout the community.

Activity: Survey participants on their satisfaction with training.

Activity: Continue to evaluate patron satisfaction with training effective years going forward and make the necessary adjustments.

Objective: A new technology plan will be developed and adopted by December 2019.

Activity: Identify interested staff members who will develop the plan.

Activity: Collect resources regarding technology plans, including samples.

Activity: Discuss goals, objectives, and activities, including budgetary requirements of the library's technology plan.

Activity: Draft the plan and discuss with the staff.

Activity: Bring the final draft to the Board of Trustees for consideration.

Activity: Promote the plan on the library's website.

Activity: Begin to implement the plan and continue to revise it, as needed.

Review of Strategic Plan

In the last fiscal year of the plan, a Strategic Planning Committee will be assembled by the Library Director and Board of Trustees to begin the process anew and gather the community to plan new goals for the library.

Each year included in the Strategic Plan, an Action Plan is required and will be prepared, listing the activities planned to meet the year's objectives. The work of the previous year will be reviewed, and in some cases, will carry over into the next year if not complete. Objectives may be modified during the period of the plan. The Action Plans will be submitted to the Massachusetts Board of Library Commissioners each October.

Acknowledgements:

The Board of Trustees and the library staff would like to thank Elizabeth F. Hill, CFRE, for her guidance in many phases of the planning process.

Thank you to Jennifer Shepley, of the Friends of the Mattapoissett Library for distributing the user survey at Town Meeting, and thanks to Johanna Riley for analyzing the results.

Appreciation is extended to the SAILS library directors who have generously shared their planning knowledge and experience.

Thank you to library staff, volunteers, Friends of the Mattapoissett Library, and community partners who provided valuable input at all stages of the planning process.

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