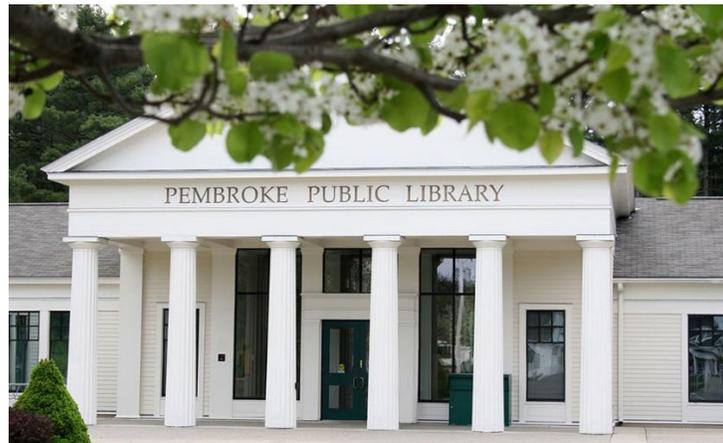


Pembroke Public Library

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Strategic Plan FY19-FY23 July 2018-June 2023



Board of Trustees:

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Pembroke Public Library Mission Statement

The Pembroke Public Library is where the community learns, connects, and creates. The mission is to provide a welcoming physical and virtual space for the inspiration, education, and empowerment of community members by giving people access to resources, ideas, information, and experiences.

Pembroke Public Library Vision Statement

The Pembroke Public Library will be recognized as an essential and vibrant part of the community. We are a hub connecting people, businesses, schools, organizations, and the town. We are a gateway to reading, learning, and discovery.

Values:

- Excellent service: We deliver accurate, friendly, and conscientious service to all.
- Open access: We support free, equal, and unrestricted access to collections and services for all.
- Responsiveness: We value our patrons' needs, interests, and opinions.
- Innovation: We seek dynamic and unique solutions to meet user needs in the 21st century.
- Education: We enrich teaching and learning for all ages.
- Creativity: We encourage creative pursuits with our space, resources, and staff to spark imagination.
- Welcoming environment: We provide and maintain a welcoming physical and virtual space.
- Responsible stewardship: We maximize efficiency and make the best use of all our resources in the delivery of quality library services.
- Passion: We love what we do and celebrate the joys of reading.

Community Profile

Pembroke is a town in the southeast section of Massachusetts, with an estimated population of 18,358 according to the 2016 U.S. Census. It is 95.2% white with 6,552 households of which 86% is owner occupied. Most residents (95%) have a high school education or higher, 33% have bachelor's degree or higher. There has been a slight increase in diversity in Pembroke, the 2020 Census will show if the trend stays. Pembroke maintains a Town Meeting form of government with multiple elected and volunteer boards, a Board of Selectmen and a Town

Administrator. The FY18 town budget: \$64,292,548.00. FY18 Library budget: \$703,988.00.

Pembroke Public Library - A Brief History and Current Needs Assessment

The library was established in 1878 and moved into the current building in October of 1998. In the twenty years since the grand opening, the library has served the community with a wide ranging collection of books and movies, as well as programs and educational and recreational opportunities for all ages.

While the building continues to receive accolades for its physical appearance and welcoming feeling, it is facing the challenges of time and the growth of library services. The parking lot is insufficient, partly due to the fact that it is shared with a Council On Aging which is becoming increasingly vibrant with the growth of that demographic. There is a lower lot behind the Community Center next to the library that was intended as overflow parking, however parents with strollers and people with physical challenges are either faced with a steep stairway or a much longer walk and so they often will not park down there. Building space issues are a concern. The Children's Room has a storytime area and craft room that was designed to serve groups of ten to fifteen, but the popular programs routinely attract twenty or more, so it is a challenge to serve them all. The Teen Room has two study tables, two comfortable chairs and two small couches and is also too small a space for the needs of the intended audience. Only the teen fiction collection remains in the room, the nonfiction has moved to the adult collection for space reasons.

There are two community meeting rooms, a large one and a smaller one. These rooms are often over-booked, demand often competes with library events, and they offer no updated technology resources. There are almost daily requests for study rooms and small meeting spaces that the library cannot accommodate. The library is also an emergency shelter in partnership with Pembroke Emergency Management. The WiFi system and broadband for public computers has been updated to serve growing demand, however more technology updating in the form of added software and newer public computers are needed.

The Pembroke Public Library Foundation has begun what will be admittedly a long project of building expansion. A plan will be sought to address parking access, possibly changing the stairs to a user friendly ramp.

Staffing has changed little since 1998 in spite of increased use, due to limited town resources. A part-time Reference Librarian position was created in 2013. Currently

funded at 2/3 of full-time, partially by reallocating other personnel funds, the goal is to fund it full-time. While the statistics for material usage has remained steady, as there are increasing external choices for people’s reading and viewing, experiential usage has increased both in demand for and attendance at classes, workshops, speaker events, storytimes, and more.

| | 1998 | 2017 | % |
|--------------------------|-------------|-------------|----------|
| Children and teen events | 230 | 322 | + 40% |
| attendance | 4,014 | 10,471 | +161% |
| Adult events | 29 | 125 | +331% |
| attendance | 587 | 1,377 | +135% |

Downloadable resources, e-book, audio and video, are becoming a larger part of the collection, and an even larger part of the materials budget due to their higher cost or short licensing time. Demand for e-books is strong, but still has growth potential in Pembroke based upon the people who report unfamiliarity with how OverDrive, the platform the library uses for access to ebooks, works and the limited availability of titles. There is still the population who want to learn to use the technology or are unable to afford e-readers or tablets. While Pembroke has a median household income over \$90,000, there are people with incomes far below that, with 4% living in poverty. Physical materials, books in print, books on CD, DVDs, remain the major service at 109,993 checkouts in 2017, or 87.7% of the total. The recent population numbers, and staff observations, show a small change in diversity in Pembroke. That may become a factor in services needed over the next few years.

The need to prioritize marketing and outreach efforts was apparent from responses in the survey, from focus groups, staff, and anecdotes. People need to be made aware of not only specific events, but also the wide-range of opportunities available to them at their library. This is not unique to the Pembroke Public Library, but evaluating current practices and finding ways to improve communication is vital.

The focus going forward:

- Expand hours of service to provide greater access
- Improve communication about upcoming events and services available
- Consider space use to provide improved service
- Maintain a collection that serves a wide-range of needs
- Collaborate with local agencies, schools, and businesses
- Offer more events for all ages, educational and recreational

Planning Process

The strategic planning process extended over many months. A survey was created and promoted in the library, on social media, in the library newsletter, in local media, and through the school community broadcast email system. The S.O.A.R. (Strengths, Opportunities, Aspirations and Results) method was used with groups including the Library Trustees, a select group of community members, teen volunteers, and library staff. Local demographics were reviewed, including school, U.S. Census and Massachusetts Department of Public Health data as well as library statistics for collection usage and event participation. Past patron comments and surveys as well as anecdotes from staff were considered.

The results of these activities were then compiled and grouped by themes to lead to the needed service responses for the strategic plan. From these service responses, goals and objectives were developed to support them.

The *2012 Strategic Planning Results for The Town of Pembroke* was also reviewed since it included another set of town employees and community members in the responses. This was used to further the vision of the community.

How the Community described the library:



Pembroke Public Library Service Responses for This Strategic Plan

Service Response 1: Community outreach

Goal: The Library will improve the marketing of services and events so that all residents have the opportunity to participate.

Objective: A marketing plan will be developed, by fall 2018.

Objective: Social media platforms will be supported and optimized to increase community interaction and participation, by spring 2019.

Goal: The Library will increase community engagement.

Objective: Collaboration initiatives will be developed with other town organizations including Council On Aging and local schools, by spring 2019.

Objective: Local business leaders will be identified for partnering opportunities, by spring 2019.

Objective: Other potential community partners will be identified, by spring 2019.

Service Response 2: Be a community space that is warm, welcoming, and available

Goal: The Library will provide updated technology and knowledgeable staff.

Objective: Staff training manual will be completed, by fall 2018.

Objective: Current library technology will be evaluated to determine needs, by fall 2018.

Objective: Identify funding or seek outside sources, by spring 2019.

Goal: The Library will evaluate current space availability and use.

Objective: The library will seek out a space planner, by fall 2018.

Objective: Space will be reallocated where possible following planner's suggestions, by spring 2019.

Objective: Evaluate current parking and possible expansion, by fall 2018.

Objective: The Library will develop creative spaces and quiet study areas.

Goal: The Library will pursue expanded service hours.

Objective: Staffing will be reviewed to determine if changes could provide coverage, by fall 2018.

Objective: Increased funding will be sought to expand service hours, offering more or longer Sunday service, by spring 2019.

Service Response 3: Stimulate curiosity and imagination

Goal: Residents will have easy access to materials that will enhance their pleasure reading.

Objective: The Library will purchase materials on a wide range of topics, in various formats and for all ages, ongoing.

Objectives: Circulation of new adult books will increase 3% each year.

Objective: Downloadable material usage will increase by 3% each year.

Objective: Usage on online resources, especially learning programs, will increase 3%.

Objective: Lists of reserve titles will be reviewed weekly to determine if additional copies are needed, by fall 2018.

Objective: Review and update the library's Collection Development Plan, by fall of 2018.

Goal: The Library will develop and support lifelong learning initiatives.

Objective: Attendance at events and classes will increase 5% each year.

Objective: Adult participation in the Summer Reading Program will

increase 5%.

Objective: The number of Pembroke residents with library cards will increase by 3% each year.

Objective: Explore partnerships with local educational organizations, by spring 2019.

Goal: The Library will support interests and educational needs of teens.

Objective: Teen participation in the Summer Reading Program will increase 5%.

Objective: Teen and young adult participation for event attendance, visits, and volunteering in the library will increase 3% per year.

Objective: Circulation of young adult materials (fiction and nonfiction) will increase 5% each year.

Objective: The library will purchase current materials for popular handheld devices, and gaming consoles, as they become available.

Goal: The Library will support interests and educational needs of school-age children.

Objective: The library will purchase current materials for popular handheld devices, and gaming consoles, as they become available.

Objective: Participation in and attendance to library events for school-age children will increase by 3% each year.

Goal: The Library will encourage early literacy and play for ages birth through 5.

Objective: The Parent/Teacher Kits collection will increase by 5% each year with a focus on manipulatives and interactive stories.

Goal: The Library will develop creative opportunities for patrons.

Objective: A “Library of Things”, varied items in kit form, will be developed, by February 2019.

Objective: Spaces will be identified for use as passive play or game areas, by spring 2019.

Voted and approved by the Board of Trustees: February 15, 2018.

The Trustees, Library Director and staff would like to thank everyone who participated in this process, and all our library patrons for all your support.