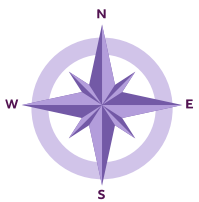


Jonathan Bourne Public Library

Strategic Plan

24 | 28



Adopted September 28, 2023

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Introduction



In addition to providing countless resources of information and educational opportunities, the Library services and facility plays an essential and active role towards enhancing quality of life; serving as a community anchor for public and civic connection in a safe and welcoming environment for all ages, backgrounds, needs and abilities.

Centered on a human-design thinking approach, the Jonathan Bourne Public Library Trustees embarked on revising its 5-year Strategic Plan through robust public participation, to ensure updated goals and objectives astutely and accurately reflect the evolving needs and wants of the community it serves, for years to come.



Timeline

To be sure all of the necessary steps for this initiative remained on track, the Trustees implemented a schedule outlined below detailing the process, assigned participants and preliminary milestones dates for completion including public engagement opportunities.

Description	Timeline	June	July	Aug	Sept
Gather data about existing library operations and indicators	June 12 – June 23				
Review Public Participation/Engagement, and list of Stakeholders	June 29				
Initial SWOT Analysis/Evaluation of Programs and Resources	June 29				
Discuss Survey draft	June 29				
Summarize Initial plan and discussions	June 12 – July 11				
Review and finalize draft Survey	July 12				
Develop outline of Public Workshops	July 12				
Update Select Board	July 18				
Launch outreach efforts outlined in Engagement plan	July 19				
* Launch Survey for public participation	July 19 – Aug 4				
* Conduct Public Workshops	July 26 & Aug 2				
Collect and compile results from Survey and Workshop	Aug 2 – Aug 25				
* Public Meeting for comments on 1 st Draft Plan	August 31				
Revisions to Draft Plan incorporating feedback	Sept 1 – Sept 25				
Update to Select Board	September 5/12				
* Public Meeting for comments on 2 nd Draft Plan	September 13				
Final Draft/Report presented for Trustee approval	September 28				

	Trustee & Staff Task
	Town Staff Task
*	Public Participation





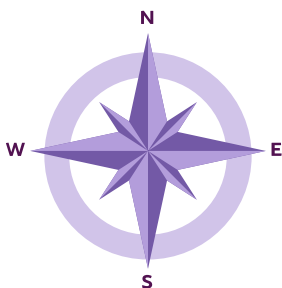
Areas of Focus

The findings from the SWOT analysis revealed three core **areas of focus** which assisted with stakeholder confirmation, shaping the participation plan and ultimately framing content for public input.

Explore

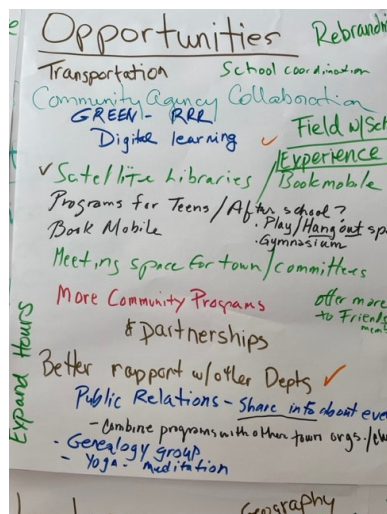
Experience

Enjoy



SWOT Analysis

The Library Trustees conducted a preliminary SWOT analysis to evaluate current services being delivered through People, Process and Place; and, to use as a starting point for determining alignment between perceived and actual experiences.



STRENGTHS	
<ul style="list-style-type: none"> The Experience Staff Children's Programs Community Building/Services Curated Creating Connections for the Community CLAMS Safe Zone for people Free for the public 	<ul style="list-style-type: none"> Stabile group of Library users Flexible Attitude with programming Active Social Media Friendly atmosphere created by Staff Library, not an Archive Like to say "YES" Strong allies with the Friends Location



WEAKNESSES	
<ul style="list-style-type: none"> Lack of Adequate Meeting Space Building Issues 2nd Floor Access Geography Restrooms Limited Staff coverage to expand Hours Outdoor space for programming ADA accessibility 	<ul style="list-style-type: none"> Money Unable to serve both sides of the canal properly Collection depth reference offerings Website Transportation Lack of Parking



OPPORTUNITIES	
<ul style="list-style-type: none"> Transportation Collaboration with other community service programs Rebranding School coordination Field use with school Creating an experience Bookmobile Satellite library Programs for Teens 	<ul style="list-style-type: none"> Additional community programs Additional community partnerships Better rapport with other depts public relations - sharing information Meeting space for cmtes and town Yoga and other mental/physical health Hangout spaces Play spaces Expand Hours Genealogy



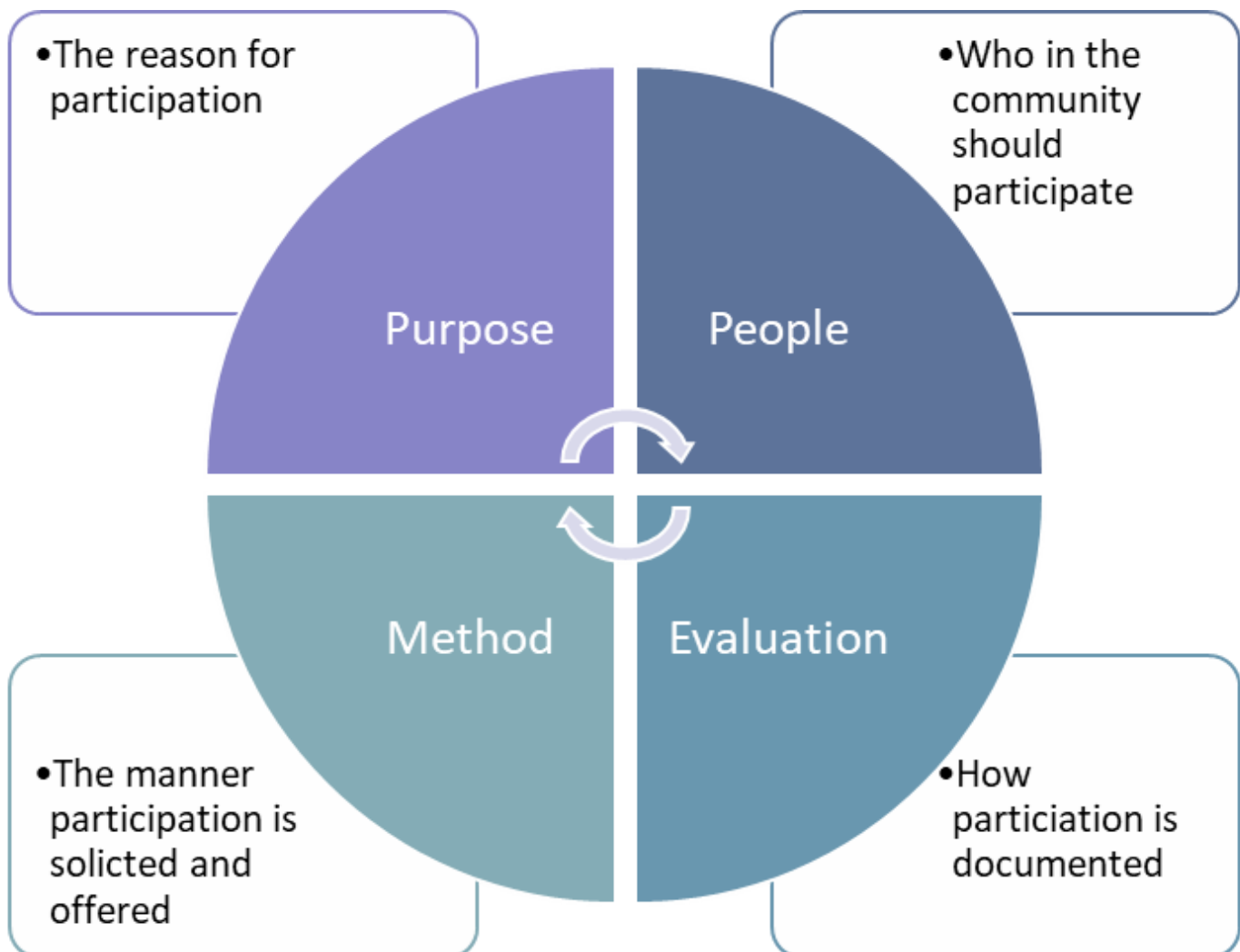
THREATS	
<ul style="list-style-type: none"> Online Presence Outdated State Mandates Aging Friends Group Not being relevant to changing demographics Not being in the "know" for other programs to partner with Program funding instability Disruptive Technology to ensure consistent services 	<ul style="list-style-type: none"> Lack of Affordable Housing New/Changing Technology No Space for Teens Cost of Living The Building Aging populations Book delivery



Participation Plan

To guarantee the primary influencer of the adopted plan was generated from the actual community stakeholders and members it serves, the Library Trustees created a Public Participation Plan framing the methods for soliciting, inviting and ensuring participation.

The Public Participation Plan (PPP) followed four cornerstones:





Purpose

Driven by curiosity with gaining insight from various perspectives, the Trustees utilized a design-thinking based approach in order to achieve the identified purpose and objective encircling the problem needing solved:

PURPOSE

“The Library Board of Trustees and staff are interested in generating public opinion as to what should happen next in terms of library services and facilities so that we may better serve our vibrant and diverse community and realize the library’s full potential to have a positive impact in the lives of residents of all ages, backgrounds, needs and abilities.”

OBJECTIVE

“The success of the library creating a positive impact will be achieved when decisions about its future are aligned with the needs of all people it serves.”

PROBLEM

“What services will the community need for the next 5+ years, and where should they be offered?”

People



Considering the purpose acknowledges the importance of diverse representation "of residents of all ages, backgrounds, needs and abilities", the Trustees identified an active action plan extending participation invitations to broad representation of community interest.

STAKEHOLDERS

Residents: Year-Round, Part-Time

Patrons from other communities

Chamber and Bourne businesses

Those who work in Bourne

Community Groups, Associations

Bourne Schools: Families and Students

Youth Groups, Associations

Town Board, Cmte Members, Staff



Method

The Trustees designed the Method cornerstone to increase not only public awareness and education of the plan, but the participation opportunities being offered to enhance involvement and input capacity.



Awareness/Education Methods

- Websites: Establish an informational landing page on the Town's website with links from the Library site.
- Establish Communication sign up list for updates on progress.
- Informational Boards – Town Offices, Post Offices, Grocery
- Department Newsletters – Library, COA, Recreation distribute electronic newsletters
- BourneTV broadcasts of meetings, and specific segments
- Social Media (Facebook, Instagram, Twitter, LinkedIn) – provide regular updates online and encourage participation.
- Press Releases
- Newspapers – Cape Cod Times and Bourne Enterprise advertisements and requests for article features.
- Flyer Distribution
- Select Board and other B/C/C Updates at mtgs (Rec, COA, etc)



Input Methods

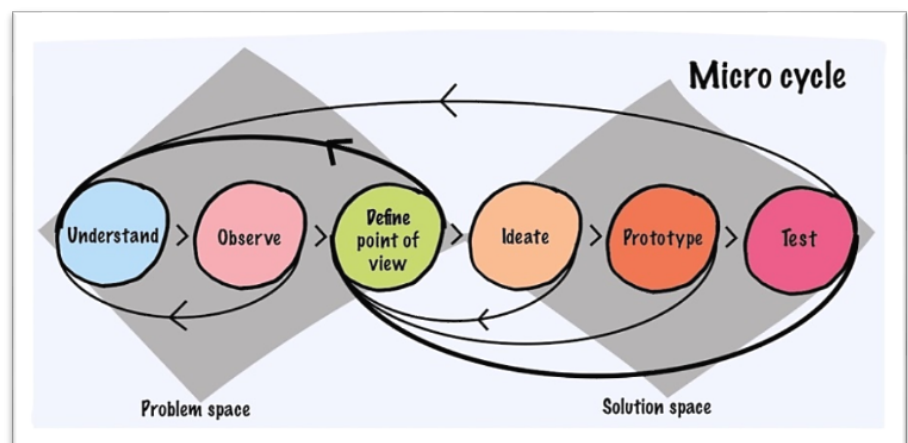
- Open House
- Public Meetings
- Workshops Meetings
- Survey
- Focus Groups with specific Stakeholders

Evaluation

Anchored in understanding a customer’s needs, the Trustees applied a design thinking approach in evaluating stakeholder experiences.

Design-thinking is an innovative human-centered approach emphasizing the importance of deep exploration into the lives and problems of the actual individual users before generating solutions, leading to better design in public policies, transforming the way products, services, processes, and organizations are developed and/or improved, increasing the probability for intended effect.

There are 6 micro cycles within the design-thinking methodology, split between two spaces: Problem and Solution.



(Lewrick, Link, & Leifer, 2020, p. 22)

Each cycle and space should equally protect and promote an environment that encourages and creatively stimulates interdisciplinary perspectives to generate a multitude of reflective intersectional and incremental solutions - ultimately aiming to strike balance between desirability, feasibility and economic viability.



Evaluation

Falling within the "Problem Space", the evaluation phase of the strategic planning process included workshops and a survey to illuminate the user's experience and unspoken needs through contextual questions addressing the 5W+H:

Public Participation Plan

We need your voice!

Hearing the Community

5W+H

- **Who** specifically are the customers;
- **What** services are they using or not able to use;
- **When** are they being used or not used;
- **Where** are they being used or not used, and
- **Why** are they using or not able to use the services
- **How** are the services adding value or not.

Survey



Workshops



Broadening comprehension and empathy, the workshops and survey not only allowed the Trustees the opportunity to listen and HEAR the community, it offered them a chance to "walk in the shoes" of each of their stakeholder's journey.

Evaluation

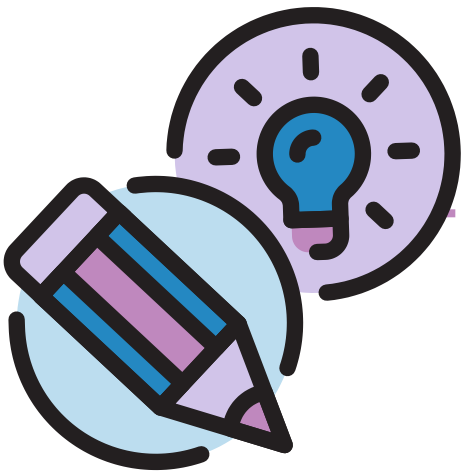
Following the Participation Plan, the Trustees were successful in obtaining a diverse range of public opinion to better understand and observe experiences within the areas of focus.

Survey

264 Survey Responses Received



Workshops



2 In-Person

1 Virtual

40 Total Participants

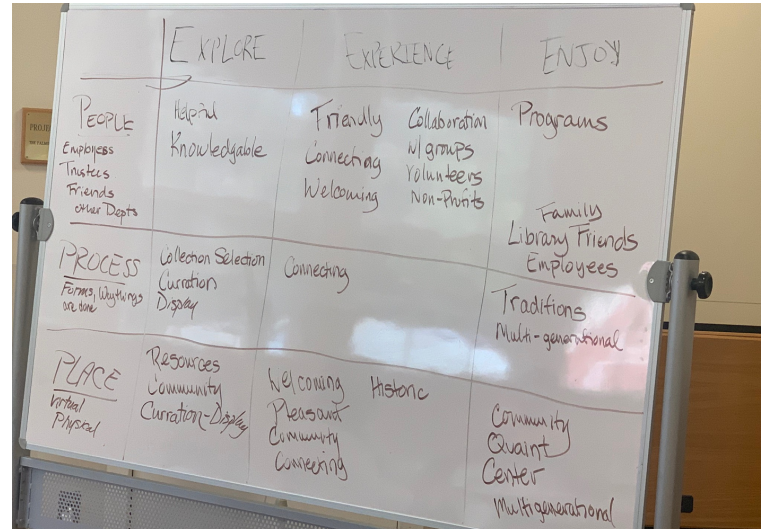


A summary of the input results can be found online >>>

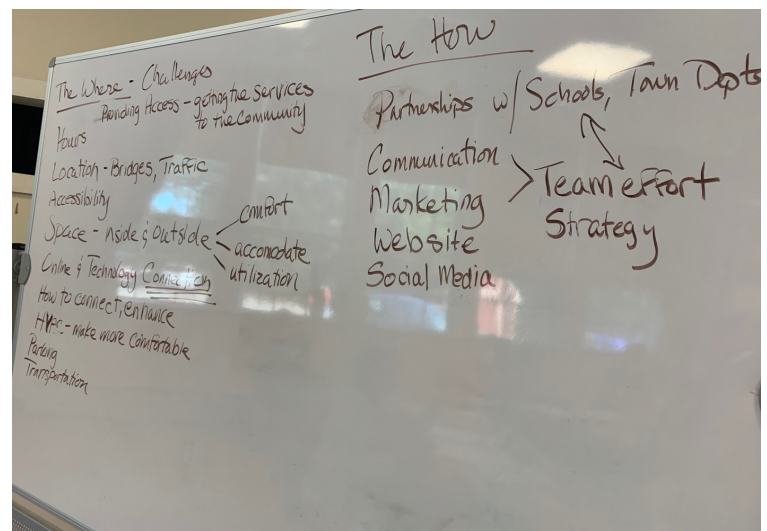
www.townofbourne.com/library/pages/bourne-library-strategic-plan

Evaluation

Centered on the three core areas of focus (Explore, Experience and Enjoy), reoccurring themes and priorities voiced through the input were evaluated then sorted within the three methods of delivering a service: People, Place and Process.



Continuing the design-thinking approach, the Trustees utilized this exercise in defining a point of view, allowing their focus to then advance to the Solution Space.



Hearing directly from the stakeholders about actual problems being experienced provided the base for the Trustees in ideating a final vision and goals for the 24-28 Strategic Plan.

24|28 Strategies

Overview

“Who” & “What” are not the challenges... it's the “Where”.

Community input highlighted overwhelming support for the staff and types of programs being offered both in person and online. It was evident services being delivered through **People** and **Process** were satisfying, meeting and quite possibly exceeding stakeholder needs and wants.

The Trustees however identified the most significant challenge and underperforming service area being delivered was through **Place**.

These barriers are directly related to creating negative experiences, and surround a common thread or key finding...

ACCESSIBILITY



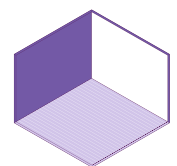
HOURS

LOCATION(S)



PARKING

SPACE(S)

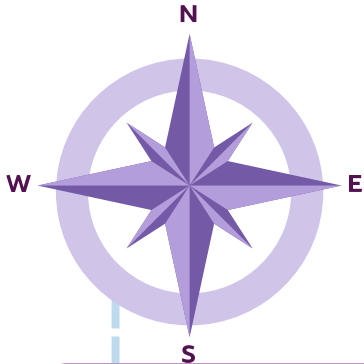


DIGITAL EQUITY

The Library must provide exceptional services in an inclusive and accessible manner directly where the customers are.



24|28 Strategies



Explore

GOAL

With a physical divide generated by the canal and bridges, the Jonathan Bourne Public Library provides a community destination connecting everyone through the exploration of learning and sharing.

OBJECTIVES

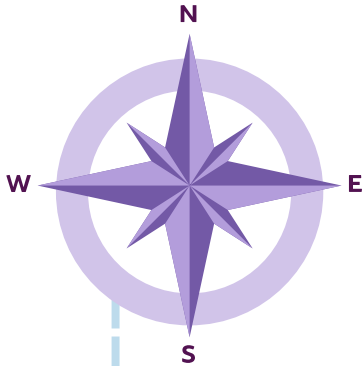
- 01** Explore opportunities to connect the community by offering mobile or satellite services.

Actions

- A** Initiate material pickup at additional sites, investigate bins/lockers; coordinate staffing to support expanded off-site support to ensure success.
- B** Partnering with Bourne Council on Aging, coordinate homebound library services.
- C** Identify mutual library services with neighboring communities and MMA.



24|28 Strategies



Explore

OBJECTIVES, CONT.

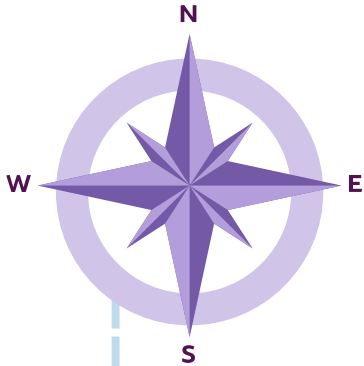
- 02** Explore opportunities to make the entire building accessible for all abilities.

Actions

- A** Create an RFP for a feasibility study on the Building's future, with strong focus on ADA accessibility.
- B** Initiate joint meetings with the Disability Commission
- C** Work with the Town Facilities Department to explore short term accessibility improvements, such as:
 - 1** Explore an elevator, stair lift option.
 - 2** Evaluate options to reconfigure the main circulation desk and front lobby.
 - 3** Install railings at the Children's Garden entrance.
 - 4** Level the handicap entrance at the side door.



24|28 Strategies



Explore

OBJECTIVES, CONT.

- 03** Explore opportunities to create spaces for various uses inside and outside of the building.

Actions

- A** Evaluate the library to maximize public spaces.
- B** Develop the Children's Garden space to provide an outdoor classroom setting with tables and a permanent shade solution.
- C** Install an educational pollinator garden in front of the building.

- 04** Explore technological opportunities to support enhanced online services for individual convenience.

Actions

- A** Provide professional development opportunities to forecast emerging technologies and required training for staff and public. Provide an environment that allows staff to offer excellence in service to the public.
- B** Benchmark technology offerings of other public libraries and community resources including MMA.



24|28 Strategies



Experience

GOAL

Reinforcing connection, the Jonathan Bourne Public Library provides present and future generations the opportunity to experience collective belonging and community identity established by our rich history.

OBJECTIVES

- 01** Experience stronger collaboration between non-profits and town departments.

Actions

- A** Expand multi-generational programming in collaboration with Bourne Health Dept, Garden Club, Bourne Women's Club and other service and social organizations.
- B** Offer joint programming with the Bourne Council on Aging.
- C** Investigate school vacation joint programs with Bourne Recreation Department.
- D** Strengthen the strong working relationship with Bourne school librarians.

24|28 Strategies



Experience

OBJECTIVES, CONT.

- 02** Experience a focus on the future while honoring the past, by:
- retaining historical character;
 - integrating green efficiencies;
 - incorporating technological upgrades; and,
 - reimaging spaces that inspire.

Actions

- A** Evaluate the facility with the goal of maximizing usable space and creating gathering areas.
- B** Establish a strong link with the Bourne Historical Preservation Committee, Bourne Historical Society and Bourne Historical Commission with a goal of making the Jonathan Bourne Public Library the “Community Center” of Bourne Village.
- C** Partner with Bourne Historic Preservation groups to showcase and celebrate the library building’s 100th anniversary in 2024.
- D** Retain quality support to library staff, ensuring access to needed resources and training for their ongoing development.

24|28 Strategies



Experience

OBJECTIVES, CONT.

- 03** Experience services being delivered through place with a comprehensive branding and marketing portfolio depicting the Library's identity.

Actions

- A** Begin groundwork for a Jonathan Bourne Public Library marketing plan; create a Trustee subcommittee to lead the branding and public relations plan for the future.
- B** Examine communications plan in conjunction with the town, including expanding on social media channels.
- C** Explore working in collaboration with schools for possible communications, social media, marketing internships.
- D** Explore opportunities to incorporate how branding should be included in all ways services are delivered: People, Place and Processes.

24|28 Strategies



Enjoy

GOAL

Looking towards the future, the Jonathan Bourne Public Library is a cultural anchor providing our multi-generational community the enjoyment of accessing a variety of interests.

OBJECTIVES

- 01** Enjoy services being offered in a welcoming and comfortable manner through physical and virtual spaces.

Actions

- A** Replace meeting room furniture.
- B** Develop schedule with Facilities for repainting public areas.
- C** Design small group conversation and hangout spaces with focus on school age/young adult patrons (underserved age groups)



24|28 Strategies



Enjoy

OBJECTIVES, CONT.

- 02** Enjoy a variety of ways to visit the library by:
- expanding parking;
 - enhancing public transportation opportunities; and,
 - establishing designated pedestrian and bicycle lanes.

Actions

- A** Investigate partnerships with CCRTA and School Department to add the Library as stop on bus routes.
- B** Work with town departments on grant opportunities for street and transportation connecting improvements.
- C** Create a “How to Get to the Library” guide, detailing all the ways to get to the building.
- D** Expand promoting environmentally friendly options available at the library, and possible incentives for environmentally friendly modes of visiting the library (walking, bicycling, ride shares, public transportation)

24|28 Strategies



Enjoy

OBJECTIVES, CONT.

- 03** Enjoy in person and virtual programs equally supportive of the needs and wants of our community in all villages.

Actions

- A** Improve communication to the whole community; identify the best vehicle(s) for dissemination of library news and programming; consider newspaper (weekly column); email/print newsletter; feasibility of historically approvable electronic signage to be placed along Sandwich Rd.
- B** Engage new municipal and non-profit partners for broader program offerings.
- C** Hire part-time Young Adult Librarian for afternoon programs, homework help, Readers Advisory and YA Book Club.

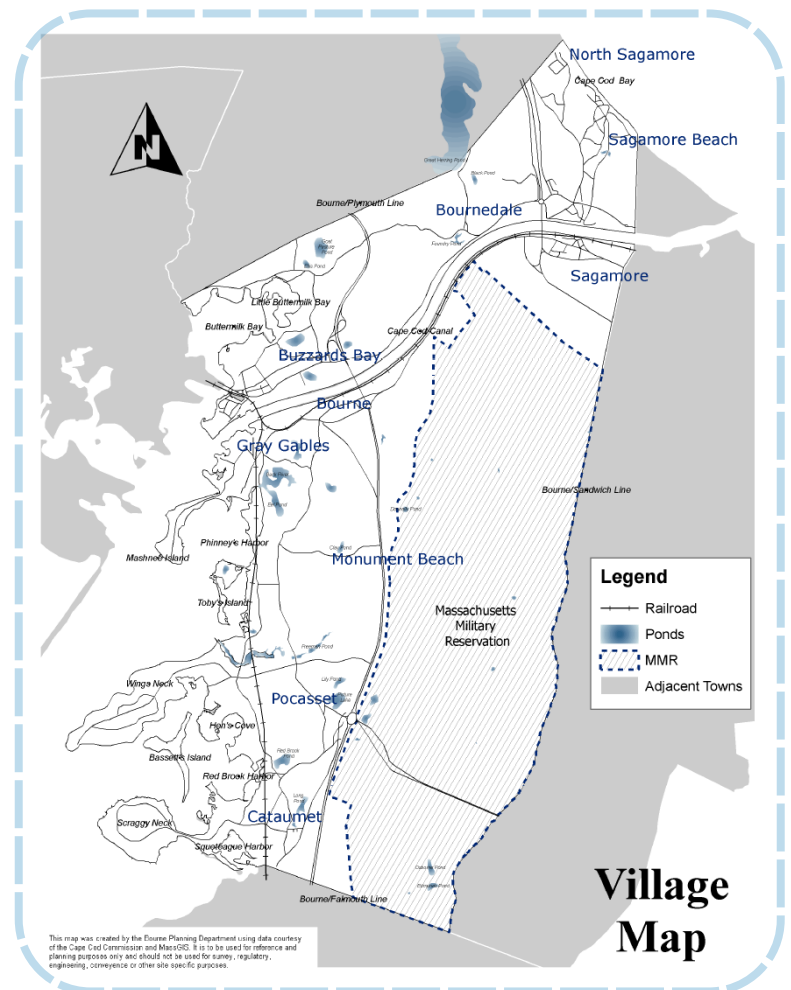


Profile

TOWN OF BOURNE

The Town of Bourne is a vibrant and historic Cape Cod community located at the gateway to the distinctive region in Massachusetts with approximately 20,500 year-round residents, increasing to 40,000 during summer months. Just under half of the 26,200 acreage of the Town is owned by the Federal government and the Commonwealth of Massachusetts for use as a military base (occupied mostly on the eastern portion of the town) and area bordering the Cape Cod Canal.

The canal dissects the town into two parts, providing challenges with accessibility to programs and services. As a result of this geographic make up of town, many residents feel isolated from other parts of town either having to drive over the bridges to cross the canal or travel great distances to skirt around the military base.



Profile



LIBRARY

Located at 19 Sandwich Road, Bourne, MA 02532, the Jonathan Bourne Public Library serves as the municipal library for the town of Bourne. Serving the community as a member of the CLAMS resource sharing network, the library has ten employees including a Library Director serving in the role since April 2022, with an annual budget of \$796,040.

The Jonathan Bourne Public Library Board of Trustees is an elected body comprised of six members.

The library is housed in a converted school constructed in 1924; significant renovations to the school took place in the 1980s to adapt the facility into a 16,000 square foot town library. Circulation continues to be strong with numbers in electronic content increasing at a rapid rate. Children and teens make up nearly 20% of the population of the town and, as future library users, it is important to encourage their use of the resources provided.





Profile

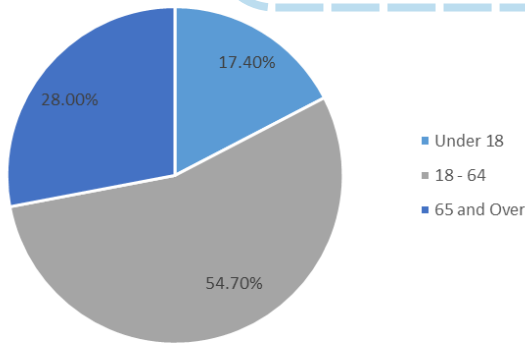
US CENSUS DATA

Source: ACS 2021-5

Population **20,709**



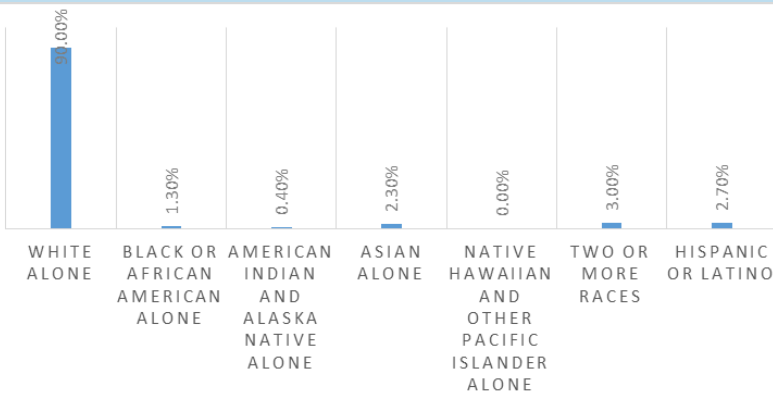
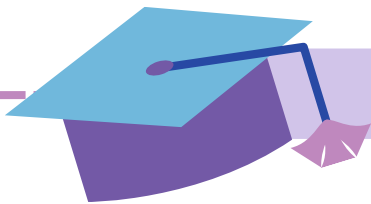
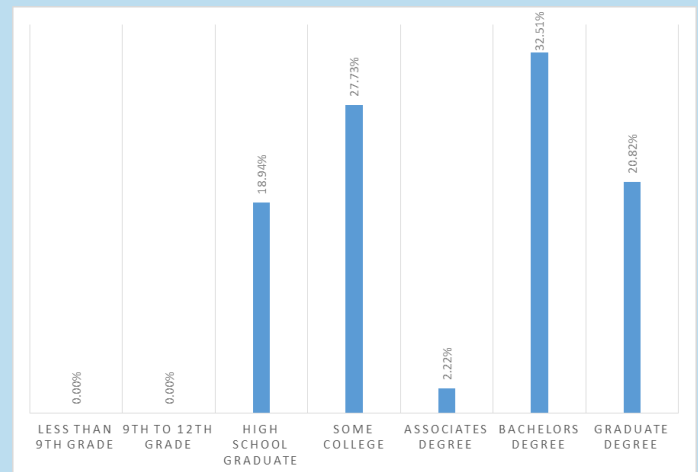
Median Age **51.2**



Age



Education



Ancestry



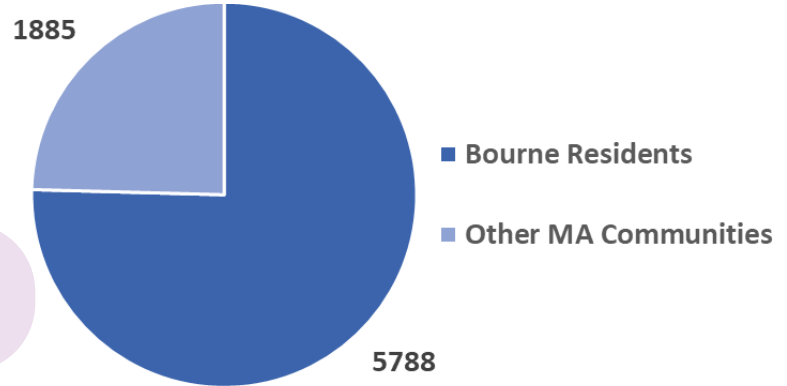


Profile

LIBRARY STATS

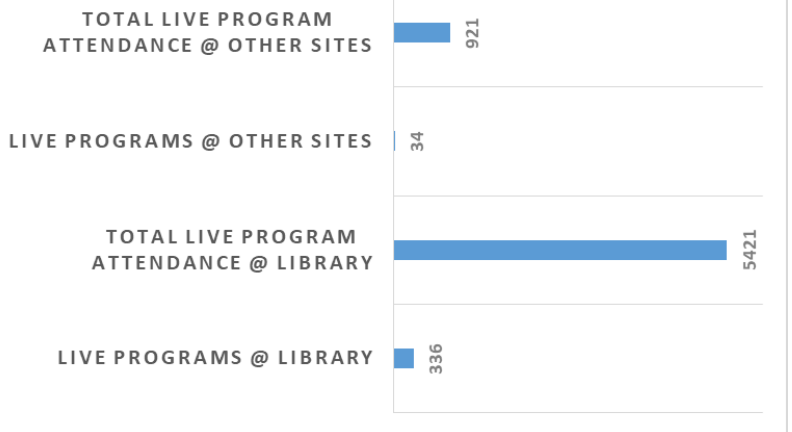
Source: FY23 ARIS Report to MBLC

7673 Total Borrowers

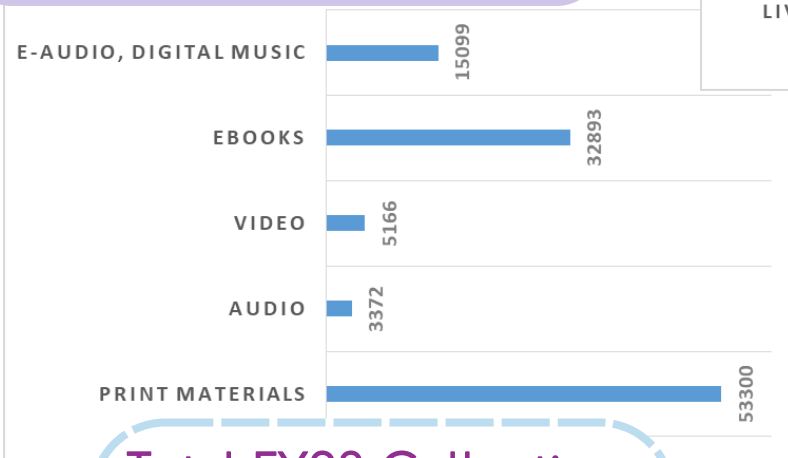


422
Meeting
Room
Bookings

Programs



Collections



Total FY23 Collections
109,830



ACKNOWLEDGEMENTS

Thank you to the Town of Bourne Select Board, and to Marlene McCollem, Town Administrator for their support and participation in the planning process. We also thank the Friends of the Jonathan Bourne Public Library and many community stakeholders, our staff and patrons, for sharing their ideas and time to develop a comprehensive 5-year plan for the Jonathan Bourne Public Library.



STRATEGIC PLAN CMTE.

LIBRARY BOARD OF TRUSTEES

Kristina Prodouz, Chair

Kathy Fox - Alfano, Vice Chair

Susan Schmidt, Clerk

Susan Barlow

Todd R. Benedict

Perry Davis

TOWN STAFF

Irja Finn, Library Director

Colleen Cunningham, Asst. Library Director

Terry Johnson, Children's Librarian

FACILITATOR

Liz Hartsgrove, Asst. Town Administrator