Town of Bourne
Town Administration

www.townofbourne.com   24 Perry Ave, Bourne, MA 02532

Memo

To:	*Jonathan Bourne Public Library Board of Trustees*
	Irja Finn, Library Director
From:	*Liz Hartsgrove, Assistant Town Administrator*
RE:	***Library Strategic Plan – June 29th Tasks***
Date:	*June 27, 2023*
Cc:	*Bourne Select Board*
	Marlene McCollem, Town Administrator

As outlined in the June 16th memo, there are several steps and tasks for the Trustees to complete on the June 29th regularly scheduled meeting, in regards to the Strategic Plan:

Step 1: Finalize Public Participation/Engagement and list of Stakeholders

Task A)   The Board will need to **confirm the Method's list of education and input**, as deemed appropriate based upon the desired output that was determined at the June 15th workshop. Below is a suggested list to work from.

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

Task B) While stakeholder lists can continue to be organic, the **Board will need to review the list below** that was identified at the workshop, and suggest/edit if necessary.

| June 8th List	Additional Stakeholders
• Friends of the Library and other groups (COA, etc) • Select Board • Boards/Committee/Commissions, Town Departments and Staff • Public and Private Schools • Chamber of Commerce • Neighborhood, Village and Civic Organizations or Associations • Youth Groups and Organizations • Religious Organizations • English as a Second Language	• Senior Living Residences • Garden Club • Women's Groups & Clubs • Joint Base Cape Cod • Big Brothers, Big Sisters • New Housing Developments/Associations • Rec & COA Committees, and their Department Heads • MA Maritime Academy • Local Non-Profits

Task C) To help market/brand the Strategic Plan effort, a logo will need to be approved.

An initial draft was sent to the Trustees on June 22nd with a request to forward any comments/edits so variations can be considered. Below are those variations.

Version A | **Version B** | **Version C**

Version D | **Version E**

The purpose of the Plan's logo is to highlight the Trustee's identified areas of focus (**Explore, Experience and Enjoy),** and will be used on all online and printed material associated with this effort so that it is themed, such as social media announcements similar to example below:
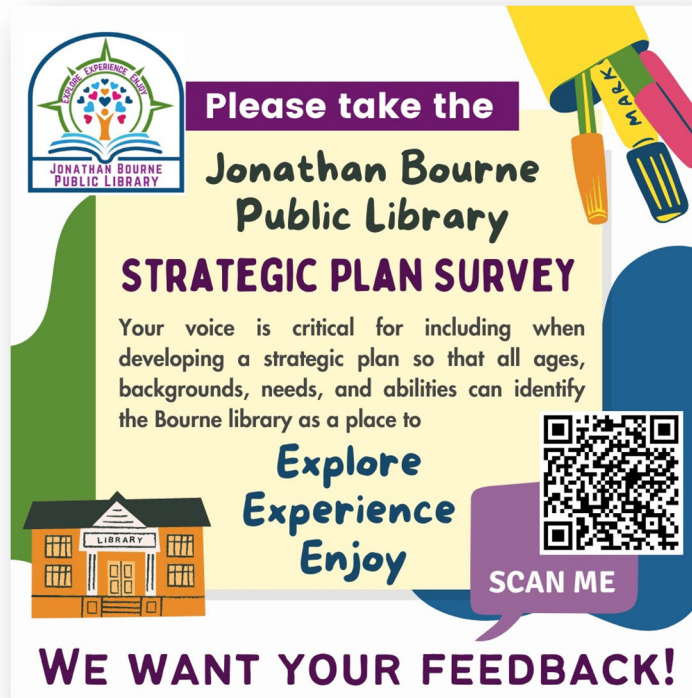
Step 2: Discuss the Draft Survey, and possibly approve.

EXPLORE	EXPERIENCE	ENJOY

The Trustees were tasked with sending 2-3 questions per area of focus for staff to generate a first draft survey.

Task A) To maintain the survey launch date of July 12th, the Trustees will need to review the draft survey, including the submitted questions supplied by the members; and, **discuss and agree upon any edits/changes along with possible approval prior to July 6th.**

While a hard copy of the first draft is attached to this memo, it is *HIGHLY* recommended that the Trustees also review the online version as that format will be the predominant method used by stakeholders. It is important for the evaluation include audience perspective not just content. Once the survey has been finalized, the hard copy will be presented in a branded format.

The online draft can be found at
https://www.cognitoforms.com/TownOfBourne/LibraryStrageicPlanSurvey

or by scanning the QR code

Step 3: Develop outline of Public Workshops

Detailed in the "Evaluation" portion of the June 8th memo, the public workshops are opportunities to hear directly from the people we serve – what are their needs, their emotions, their frustrations (pains) and motivations (gains). Similar to the survey, the end result of a productive workshop is to obtain initial knowledge of who the stakeholder is and have an understanding of their experiences. Basically, we need to be able to empathically "walk in their shoes" of their journey as a customer, from the information collected.

Driven by curiously gaining insight from various perspectives, it is recommended that the workshops follow a *design-thinking* based approach in order to achieve the identified purpose and objective which encircles 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?"*

Anchored in understanding a customer's needs, **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. 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.
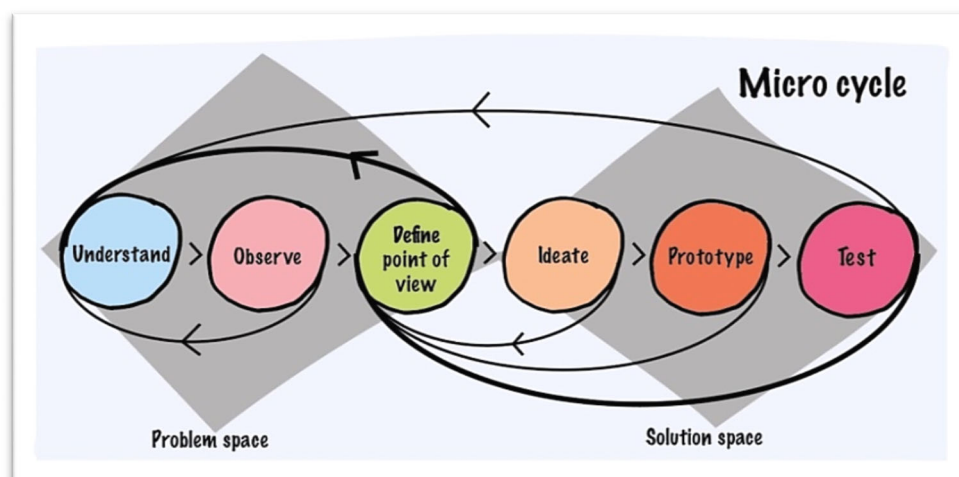
The evaluation phase (workshops and surveys) of strategic planning falls within the **Problem Space** and includes the first two micro-cycles of design thinking methodology, Understanding and Observing.

1) **Understand**: Used to broaden comprehension and empathy, becoming sincerely familiar with the user's experience and unspoken needs, the understanding micro-cycle is achieved through contextual questions asked in workshops and surveys addressing the 5W+H (Who, What, When, Where, Why + How):
   - 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.

   This is when and where the Trustees listen and HEAR the community.

Task A) **Develop the workshop format.** Below is a suggested format. The Trustees should review it and make any adjustments including suggestions for the Ice Breaker BINGO so that it is tailored and unique to the workshop and Bourne.

- *Pre-registration* for the attendees will allow staff to properly prepare the meeting space and materials needed for the actual workshops. It also allows basic information on participants to be collected to ensure break-out groups/rooms have varying disciplines, experiences and backgrounds for maximum collaboration.

- A brief welcome and *introduction* on the purpose and agenda format should be presented by the Chair.

- Attendees are placed in "***breakout groups/rooms***" with a Trustee and/or staff serving as
   1. Facilitator to lead assigned group using the Participant Worksheets as a guide; and
   2. Note take recording the findings.

DRAFT Public Workshop Participants Worksheet
Step One: Introductions around the table.
Have each participant state their name, their affiliation and or village of residence, a little bit about their background (can be professional or personal).
Step Two: Ice Breaker BINGO.

B	I	N	G	O
is allergic to cats	has 2 or more sisters	is a twin	has a tattoo	is a vegetarian
has been to Mexico	is allergic to dairy	is allergic to nuts	is an only child	has 2 or more brothers
has been to Europe	is afraid of spiders	Free Space	plays softball or baseball	has a dog
plays tennis	has a cat	has lived on a farm	plays soccer	can stand on their head
plays golf	has been to Canada	plays video games	is afraid of heights	has a brother & a sister

Step Three: Explorative Interview (This can be done with large or small post-it notes or the facilitator taking notes from the discussions).

EACH QUESTION TIMED FOR 20 MINUTES OF DISCUSSION

QUESTION 1:
What are the **strengths and assets** of Bourne Library?

FOLLOWUPS:
- What about the Library do you value the most and want to preserve for future generations and why?

- Think about spaces, programs, events, or traditions that contribute to the quality of life and make the library great place to learn, grow and strengthen as a community.

- Consider where the Library is doing a good job having the biggest impact on the greatest number of residents.

QUESTION 2:
What are the Library's challenges today and in the future?

FOLLOWUPS:
- How do they impact life in Bourne?

- Where could the Library serve the community better, and why?

- Think about all aspects including educational, environmental, and social.

- Consider challenges that have town-wide impact, but also those that might disproportionately affect a certain group of residents.

QUESTION 3:
What is your future vision of library services in the Town of Bourne?

FOLLOWUPS:
- What are the opportunities that exist to reach that vision?

- What are the barriers that need to be overcome?

- What are your hopes for future generations of Library patrons in the Town of Bourne?

- Think about how you answered questions 1 and 2.

- Does your vision build on the Library's strengths and how?

- Will your vision help it meet its challenges today or in the future and how?

Step Four: Sharing
Each Question is summarized by each facilitator taking turns. Groups can elaborate if items missed, but this provides an opportunity to confirm what was revealed and also begin the second micro-cycle, Observe.

2) **Observe**: From the Understanding micro-cycle, the Trustees and staff advance to the second micro-cycle in observing the findings, reflecting from the break-out groups and compare needs, emotions, frustrations (pains) and motivations (gains) expressed. This exploration maps patterns of hidden contradictions, adjustments to the Stakeholder relationships, and exploring positives and negatives within experiences, environments, interactions, and activities. In essence, it creates a persona blueprint of not only the customer but the program itself and allows gaps in service to be revealed.

Workshop participants will also be asked to mail in/drop off to Town Hall or e-mail their detailed responses from the worksheets or additional comments to libraryplan@townofbourne.com

Task B) **Determine dates and locations.**

The Trustees agreed that a total of three workshops be offered for stakeholder participation. Two workshops will in offered in-person, and the third workshop will be held virtually. The draft timeline provides a date range of <u>July 12 through August 4th</u> for the workshops to be conducted, in order to provide adequate time for staff to collate and report the data.

To maximize public involvement the in-person workshops should be held on different locations, and all three workshops should be on different days and times of the week to allow multiple opportunities for various stakeholders and demographics to participate in the process.

Library Strageic Plan Survey

The Jonathan Bourne Public Library Board of Trustees and staff have embarked on updating their strategic plan, and are interested in generating stakeholder feedback through workshops and surveys. The results will be incorporated into decisions on future Library programs and services for the next 5 years and beyond.

Libraries offer services as vibrant and diverse as the community it supports.

Your voice and perspective as an essential stakeholder is critical for including when developing a strategic plan that is an accurate reflection and properly aligned with the community's needs - so that all ages, backgrounds, needs, and abilities can identify the Bourne library as a place to **"Explore, Experience and Enjoy"**.

We deeply appreciate your time and thank you for sharing your thoughts on how the Bourne Library can continue being an important contributor to the quality of life for our community.

Experience

Describe what comes to mind when you think of the Bourne Library as it is today.

Before the Pandemic, how frequent did you visit the Bourne Library or use our digital services?

	Never	Every few months	Monthly	Weekly	Daily
Visit the Library	○	○	○	○	○
Visit Online	○	○	○	○	○

Since the Pandemic has ended, how frequent did you visit the Bourne Library or use our digital services?

	Never	Every few months	Monthly	Weekly	Daily
Visit the Library	○	○	○	○	○
Visit Online	○	○	○	○	○

What barriers (in person or virtually) do you experience or disuades you in regard to the utilizing materials, services or programs offered through the Bourne Library?

☐ I do not want to accrue fines.

☐ There are physical accessiblity challenges

☐ There are virtual accessiblity challenges

☐ There is limited parking at the library

☐ The Library is not open during hours that work for my schedule

☐ The location of Bourne Library is challenging to get to

☐ I prefer going to a different library

☐ I don't have a need to use the library.

☐ I prefer to purchase my items

☐ Downloading ebooks is too complicated

☐ I don't believe the library has any resources I want or need.

☐ My children are grown

☐ The Building does not meet my expectations

☐ Customer Service is not enjoyable

☐ Programs offered do not interest me

☐ It is not convienent compared to other ways to access materials, programs or services

☐ [   ]

Check all that apply

What could the Bourne Library do to better meet your needs?

☐ Improve accessiblity

☐ Building Improvements

☐ Enhance programs and services

☐ Expand on Collection/Borrowing Suggestions

☐ Increase eBooks offerings

☐ Expand Hours

☐ Increase Parking

☐ Update the Website

☐ Utilize Technology with how services are delivered

☐ Offer a wider variety of programs

☐ [   ]

Please check all that

Can you elaborate on what types of technology, or areas you suggest incorporating to better serve?

[   ]

How does the building not meet your expectations?

☐ Not enough outdoor space

☐ It is out of date, or too old

☐ It is not comfortable

☐ It is not clean

☐ The atmosphere is unwelcoming

☐ Not enough reading areas

☐ Not enough meeting/gathering spaces

Please feel free to expand upon how you think the building should be improved.

[   ]

☐ Too drab, not enough public art or color

☐ Not environmentally friendly

☐ Climate control (too hot or too cold)

☐ [_____]

Check all that apply

If you use other libraries, what do you enjoy at those other locations you wish was offered in Bourne?

Explore

What types of resources, services or programs have you utilized or checked out through the Bourne Library?

☐ Print Books   ☐ eBooks

☐ Streaming Videos/Concerts   ☐ Large Print Books

☐ Audio Books   ☐ Picture Books

☐ Young Reader Books   ☐ Young Adult Books

☐ Magazines/Newspapers   ☐ Reference Materials

☐ Computers   ☐ Music (CDs, Vinyl, etc)

☐ DVDs   ☐ Book Club

☐ Children's programs   ☐ Adult Programs

☐ Board Games   ☐ Museum Passes

☐ [   ]

Check all that apply

When you visit the library and want to explore new items, you:

☐ Do a walk through

☐ Browse the book stacks

☐ Use the online catalog

☐ Talk to a librarian

☐ [   ]

Check all that apply

One a scale of 1 to 5 (1 – poor to 5 – excellent, in the past six (6) months have you...

	1	2	3	4	5	N/A
found library services to meet your expectations?	○	○	○	○	○	○
found the Library receptive to feedback?	○	○	○	○	○	○
found it easy to navigate the library's current resources online, or in the building?	○	○	○	○	○	○
found opportunities to discover or explore new services or resources at the library?	○	○	○	○	○	○
found it easy to register for programs?	○	○	○	○	○	○

Did you know the Bourne Library will be implementing a "Library of Things" in the Fall, 2023 where

items such small kitchen appliances, tools, gardening equipment and seeds, electronics, toys and games, art, science kits, craft supplies, musical instruments, and recreational equipment, etc can be checked out for a window of time?

Is there an item or thing you might be curious in trying if it was able to be checked out from our "Library of Things"?

**What new opportunities do you see the Library may be able to offer, contribute or be a partner in the community with?**

☐ Partnering with Recreation, Council on Aging or other Town Departments

☐ Partnering with Joint Base Cape Cod and/or Mass Maritime

☐ Walking distance to the Canal

☐ Walking distance to bike paths

☐ Walking distance to Aptucxet

☐ Walking distance to the Jonathan Bourne Historical Center

☐ Walking distance to the High School or Middle School

☐

check all that apply

Do you see barriers preventing the Library from that participation, contribution or offering? If so, what are they?
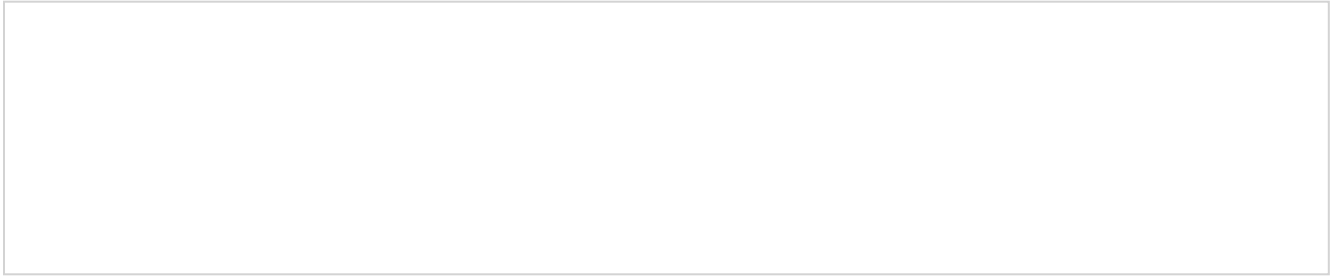
Enjoy

Do you think of the Bourne library as a place to visit with friends or meet new ones?

[   ]

Do you visit the Bourne Library as a venue for various forms of entertainment?

[   ]

What forms of programming does or could the Bourne Library offer for you to consider visiting in person or virtually?

☐ Concerts/Live Music   ☐ Author Talks, Book Signings

☐ Poetry Readings   ☐ Informational Speakers/Lectures

☐ "How to/Learn to" Programs   ☐ Cooking Demonstrations

☐ Creating a "Cafe" environment   ☐ Arts & Crafts Programs

☐ Movies   ☐ Club, Social or Group meetings or interactions

☐ Homework Help Time   ☐ Multi-generational activies

☐ Getting individual help (test prep, job seeker, taxes)   ☐ Language Classes

☐ Community special events   ☐ Fitness/Health literacy or classes

☐ [   ]

Check all that apply.

What types of Fitness/Health classes or literacy would interest you if offered through the Bourne Library?

☐ Yoga   ☐ Meditation or Mental Health

☐ Tai Chi   ☐ Cycling

☐ Acting or Improv   ☐ Dance (ballet, ballroom, etc)

☐ Qi Gong   ☐ Reflexology

☐ Reiki   ☐ Crytals

☐ Herbs   ☐ Astrology

☐ [   ]

About You!

Do you live in Bourne?

<div style="border:1px solid #ccc; height:30px;"></div>

Where in Bourne do you live?

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How long have you lived in Bourne?

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How else do you experience Bourne?

☐ Go to School in Bourne

☐ Work in Bourne

☐ Other Town of Bourne services (COA, Recreation, Beaches, Trails, etc)

☐ Visit Bourne

☐ _____

Check all that apply

What do you do for fun?

Outdoor

☐ Swimming   ☐ Biking

☐ Hiking   ☐ Golf

☐ Bird Watching   ☐ Camping

☐ Running/Walking   ☐ Soccer

☐ Basketball

☐ _____

Check all that apply

Creative

☐ Reading   ☐ Storywriting, or journalling

☐ Baking   ☐ Crafting - Sewing, kintting, needlepoint, etc

☐ Creating own visual art (painting, photography, ceramics, etc)   ☐ Going to Museums

☐ Performing Art - either performing, or attending performances   ☐ Gardening

☐ Woodworking   ☐ Automotive

☐ Repurposing, Reusing - Vintage or Antiques

☐ [_____]

Check all that apply

Family & Friends

☐ Playing board or card games   ☐ Playing or walking with pet(s)

☐ Cookouts and family gatherings   ☐ Sharing or trying new recipes

☐ Road trips, Travel   ☐ Building or creating with Legos

☐ Volunteer at and/or attend faith-based organizations   ☐ Volunteer at Non-Profits

☐ [_____]

Check all that apply

Technology

☐ Play video games or participate in video game tournaments   ☐ Watch YouTube Videos (to learn or be entertained)

☐ Watch anime   ☐ Wwatch movies or TV shows

☐ Create TikTok or stop action videos

☐ [_____]

Check all that apply

Please tell us your age range:

[_____]

Do you have children under the age of 18 in your home?

[ ]

What is the primary language spoken in your home?

[ ]

How did you hear about this survey?
☐ Bourne Library

☐ Email/School email

☐ Social Media

☐ Newspaper

☐ Radio

☐ BourneTV

☐ Canal Chamber of Commerce

☐ Annoucement at a board meeting

☐ [ ]

Check all that apply

2024-2028 JONATHAN BOURNE PUBLIC LIBRARY STRATEGIC PLAN
SURVEY QUESTIONS RECEIVED BY THE BOARD OF TRUSTEES

KATHY	
1. Are you always able to get the books or information you need at the JBPL?	
2. What is your favorite part of the JBPL?	- Books - Dvds - Large Print Books - Programming - Computers - Newspapers/Magazines - Welcoming place to spend time - Book Club
3. What else would you like to see at the library?	- More Programs - More _____ books - More Staff - Different/longer hours - Better Space for _____ - More e book options - Less wait time for materials
4. What keeps you from using the JBPL?	- I don't have time to read - I don't like reading - I get my materials elsewhere - It's too far
5. Have you experienced any programming at the JBPL?	IF so, what was your favorite(s)?
6. Do you find the JBPL a welcoming place?	- Building - Staff - Do you frequent other libraries?

COLLEEN
- When you think of Bourne Public Library, what comes to mind?   - What do you wish came to mind?   - How often do you physically visit the library?   - How often do you virtually (digitally) visit?   - When you come to the library, what do you do?   - What prevents you from visiting the library?   - What would you like to change about Bourne Public Library?   - What do you think is missing from the library?

TERRY

- How often do you use library services?
- What services or programs do you enjoy most?
- What services or programs would you like offered, that aren't currently available?
- What days/times are most convenient for you to attend programs?
- How do you receive information about library programs and resources?
- How can we help you navigate our current resources?

PERRY

ASSUMPTION: SURVEY WILL FOLLOW A LIKERT SCALE 5 STRONGLY AGREE 3 NEUTRAL AND 1 STRONGLY DISAGREE. BELOW ARE STATEMENTS THAT WILL APPLY TO A LIKERT SCALE SURVEY

Explore	• In the past six months have you found opportunities to explore to be positive • In the past six months have you found opportunities to explore the use of online text to be positive
Experience	• In the past six months have you found library services to meet your expectations • In the past six months have you participated in a book group that met your expectations • In the past six months have you had a positive interaction with the library staff • In the past six months have you had a positive experience using the computers • In the past six months have you had a positive experience using the phone in book reserve system • In the past six months have you had a positive experience with the early literacy programs for young children
Enjoy	• In the past six months have you had at least one enjoyable experience at the Jonathan Bourne Library • In the past six months have you and your family had at least one enjoyable family program

TINA

Explore	• Do you explore the library's offerings by browsing at the latest books? • Do you spend time browsing through the stacks?	Y/N
Experience	• Do you view the library as a community gathering place? • Do you support adding more space for interactive, community-wide programming?	Y/N

Enjoy	• Do you visit the library to enjoy lectures, author talks, music or crafting programs?	Y/N
	• What would make your visits to the library more enjoyable?	Multiple choice • extended hours, • Sundays, • coffee/cafe, • cooking classes, • art classes, etc.

SUSAN SCHMIDT

• What services have you seen in other libraries that you would like to have here?

SUE BARLOW

Explore	• Video gaming—networked, interactive, or stand alone, and/or contests, tournaments at the library would interest you? • Card collecting and game tournaments, such as, Pokemon, Dungeons and Dragons, Magic the Gathering. Sports card collecting and swapping. Stamp or coin collecting. Sticker collecting and trading.	
Experience	• Would you come to the library for physical and Health related activities?	a. Yoga b. Meditation c. Tai Chi d. Qi Gong e. Reflexology f. Reiki g. Crystals h. Herbs i. Astrology
	• When looking for something to read, do you walk through and browse in the book stacks, or do you only use the online catalog?	
Enjoy	• Do you think of the library as a place to meet people and make friends?	
	• Do you think of the library when you think of entertainment?	a. Concerts b. Author talks c. Informational Speakers d. How to/Learn to programs e. Arts and Crafts f. Movies