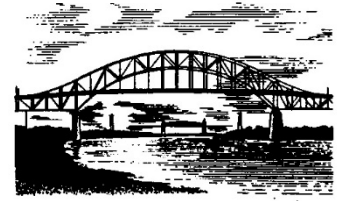


Town of Bourne Town Administration



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: Preliminary SWOT Analysis Recap
2024-2028 Library Strategic Plan Process

Date: June 16, 2023

Cc: Bourne Select Board
Marlene McCollem, Town Administrator

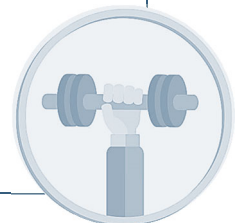
The Library Trustees held a public workshop on Thursday June 15th to begin discussions on the Strategic Plan and steps outlined in the process June 8th memo.

Utilizing the RFP as a guide, the Trustees confirmed the **objective** of the plan as the following:

“To identify what services and where they are being offered for the community, for the next five years.”

From that agreed upon objective, the Library Trustees conducted a preliminary SWOT analysis to properly evaluate the current means for delivering services as summarized below:

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"> • Stable 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 |
|--|---|



The findings from the analysis revealed three core **areas of focus** which will assist with confirming stakeholders, shaping the participation plan and ultimately framing content of a draft survey.

EXPLORE

EXPERIENCE

ENJOY

The Trustees identified additional groups essential for participation beyond those preliminarily listed for consideration in the June 8th memo:

June 8th List
<ul style="list-style-type: none"> •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

Additional Stakeholders
<ul style="list-style-type: none"> •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 •Maritime Academy •Non-Profits

Considering the input and progress made during the June 15th workshop, the trustees amended the implementation timeline (below).

Description	Task #	Timeline	June	July	Aug	Sept
Gather data about existing library operations and indicators	1a	June 12 – June 23				
Initial SWOT Analysis/Evaluation of Programs and Resources	2d	June 15				
Finalize Public Participation/Engagement, and list of Stakeholders	2a	June 29				
Discuss Survey draft and possibly approve	2c	June 29				
Summarize Initial plan and discussions	1b	June 12 – July 11				
Develop outline of Public Workshops	2b	June 29				
Update Select Board	2b	July 11				
Launch outreach efforts outlined in Engagement plan	2f	July 12				
* Launch Survey for public participation	2e	July 12 – Aug 4				
* Conduct Public Workshops (2 in person, 1 virtual)	2e	July 7- Aug 4				
Collect and compile results from Survey and Workshop	3a	July 12 – Aug 11				
* Public Meeting for comments on 1 st Draft Plan	3a	August 24				
Revisions to Draft Plan incorporating feedback	3a	Aug 24 – Sept 5				
Update to Select Board	3b	September 5				
* Public Meeting for comments on 2 nd Draft Plan	3a	September 13				
Final Draft/Report presented for Trustee approval	3b	September 28				

	Trustee & Staff Task
	Town Staff Task
*	Public Participation

As indicated on the above timeline, the June 29th Trustees meeting will be focused on the following steps and assigned tasks:

6/29 Step 1	Trustee Task
Finalize Public Participation/Engagement and list of Stakeholders	➤ Review “Method” section in June 8 th memo to finalize a list of desired outlets for communicating and collaborating with stakeholders.



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

6/29 Step 2	Trustee Task
Discuss Survey draft and possibly approve	➤ Submit 2-3 questions per “Area of Focus” to the Assistant Town Administrator by June 22 nd .

EXPLORE

EXPERIENCE

ENJOY

From the submitted questions, the Assistant Town Administrator and Library Director will present a draft survey for the Trustees to review, in both an online format as well as hard copy.

6/29 Step 3	Trustee Task
Develop outline of Public Workshops	➤ Determine dates, locations and formatting of the public workshops.

Detailed in the “Evaluation” portion of the June 8th memo, the Survey questions will assist with the formatting of the public workshops as the questions will be similar in nature to the online survey offered to the public and will incorporate elements of the SWOT analysis to garner the stakeholder’s perspective of those same areas to ensure that a comprehensive community alignment in the final strategic plan is demonstrated.