

FALMOUTH PUBLIC LIBRARY STRATEGIC PLAN

A Snapshot of Falmouth and the Falmouth Public Library

Population of Municipality/ Community	2010 U.S. Census Population - 31,532
U.S. Congressional District	9 th
FY16 Total Library Budget	\$1,847,460.
Number of FTE Library Staff	27.4

The community of Falmouth is located 73 miles south of Boston and 70 miles east of Providence, RI. It boasts 68 miles of shoreline and is the second largest town on Cape Cod. Its unique resources make it a desirable place for retirees and a popular destination for vacationers. Falmouth's economic base is characterized by a strong retail and service sector with a modest industrial segment. The Woods Hole Oceanographic Institute, the Marine Biological Laboratory, the US Coast Guard Station, and the Falmouth Hospital bring special services and diversity to the town.

The current population of Falmouth is 31,532 and projected to increase to 43,700 by 2025. Falmouth is 91.9 % white. The largest segment of the population is between the ages of forty-five to sixty-five at 32.5%. Children under five represent 4.1 % and ages five to nineteen, 15.2 % of the total population. A significant percentage of the population, 26 %, are sixty-five or older.

The Falmouth Public Library consists of a main library in Falmouth Center and two branches located in East and North Falmouth. The main library is located in the center of the downtown commercial area on Main Street.

The Falmouth Public Library is governed by a seven-member board of trustees elected for three year terms on a staggered basis. The board meets once a month in open meetings and sets policy and operational standards for the library. The Library is a municipal library and, as such, is a town department within the Town's governmental structure.

The Falmouth Library is a member of the CLAMS network, sharing collection resources among Cape and Island libraries. The branches provide residents with a collection of current, high demand, high interest materials for reading, listening, and viewing. The main library provides all library services to the town including reference, interlibrary loan, and an extensive fiction and non-fiction collection available in various formats. Public access computers, children's services and extensive programming for all ages are provided at the main library. The main library also provides meeting space in three meeting rooms for the community and the library.

The Library operates as a town department receiving its core funding through taxes. The Board of Library Trustees and the Friends of the Falmouth Library generously provide funding to enhance

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library services throughout each year. The Library is certified by the Massachusetts Board of Library Commissioners (MBLC) and receives state aid.

The Falmouth Public Library houses the largest and most comprehensive collection of all the libraries on the Cape and Islands. Falmouth Public Library has a professional staff with eight full time and two part-time staff members with Master of Library and Information Science degrees. The Library also houses an extensive microfilm collection of periodicals and newspapers. The Falmouth Library offers wireless public Internet access to patrons and loans laptop computers to patrons for in-house use. This is especially valuable to our tourist population who may need the Internet to conduct business or answer email, but who do not have Internet access in their rental cottages, inns or motels.

The Library has a popular Homebound Program with more than sixty residents served on a regular basis by the Homebound Librarian. The Library also provides a variety of programs for children, young adults and adults regularly. Programs are funded by the Board of Trustees and the Friends of the Falmouth Public Library. In FY2015 15,749 people attended 785 programs presented by library staff.

The Library has strong connections with other community organizations, including a long standing relationship of many years with the Falmouth Genealogical Society. Volunteers from the Society are available once a week to work with patrons seeking genealogical information either from the print collection or by using electronic databases. The Library also partners with Falmouth Hospital to provide a Cancer Resource Center at the Library for cancer patients, their families, and care givers; with the Marine Biological Laboratories to present scientific programs to the Library each month during the winter; and with Eight Cousins, the local bookstore to bring authors to the Library.

The Library has embarked on a program of digitizing items in the collection of local interest. Using Community Preservation Committee funds, the Library has digitized the Town's Annual Reports and the Falmouth Enterprise newspaper dated to 1962. Currently collections are being inventoried to identify other items of local interest to digitize.

New technologies and community expectations have demanded that libraries not only provide new services to the public, but also provide well established services in very different ways. To this end, beginning in the fall of 2016, the library staff, Board of Library Trustees, and Friends began work on a new five-year strategic plan for services. Consultant Ruth Kowal, former Assistant Director of the Boston Public Library, was hired to lead us in this process. Community members were encouraged to provide input by means of surveys, community forums, and focus groups.

Methodology

The Board of Trustees of the Falmouth Public Library launched its strategic planning process in November 2015 with the creation of a planning advisory committee which included staff, trustees, and community representation. With guidance from the planning committee, the first phase of the planning process, the identification of service needs, was initiated. A variety of tools were utilized: a series of focus groups soliciting input from individuals representing governmental, organizational, and social service entities, as well as focus groups with high school students; a month-long survey, available online and in print; and public comment & input boards in the main and branch libraries.

Using the information gathered through the focus groups, survey, and community input, the Planning Advisory Committee crafted a set of draft Strategic Initiatives, within a framework created by Core Values adopted by the Library Trustees in 2014. The Strategic Initiatives and the supporting areas of focus were further developed by the Library Director for review and refinement by the Planning Committee. The draft recommendations were presented to the Library Board of Trustees for their review; further editing was performed by the Library Director and the Planning Committee; and the Library Board of Trustees voted adoption of the Falmouth Public Library Strategic Plan 2017-2021 on May 10, 2016.

Needs Assessment

Through the public input process, the community clearly identified priorities for improvements to the Library. Key priorities include:

- enhanced access to library resources, most specifically through expanded hours of service;
- better communication about upcoming library programs and available services in response to the desire on the part of the community to know what is going on at the Library;
- rethinking and realigning the use of space in library facilities to enhance the user experience;
- expanded programs and services for teens and children;
- improved technology resources.

Falmouth Public Library Strategic Plan July 2017 - June 2021

Inspired by what was learned through a dialogue with the community, the Falmouth Public Library has developed a five-year strategic plan based on community aspirations for the Library as discovered through surveys, focus groups and community conversations.

Vision Statement

The Falmouth Public Library - where inspiration, imagination, innovation and discovery come together enriching lives and creating a vibrant and informed community

Mission Statement

The Falmouth Public Library engages and empowers the community through its programs, services and its collections that inform, educate and entertain.

Core Values

Respect

The Library serves the public by acting with integrity, delivering exceptional services and earning the public trust as a responsible steward of its resources

Adapt and Innovate

The Library is an adaptive organization that believes that leadership, innovation and learning, and investing in the staff, technology and infrastructure will improve service to the community.

Promote Literacy and Love of Reading

The Library recognizes the importance of supporting reading to create a community of lifelong readers and learners.

Foster a Healthy Democracy

The Library is committed to building an informed community by providing the opportunity for people to meet, to exchange ideas and participate in discussions.

Support Intellectual Freedom

The Library enables community members to access constitutionally protected information.

Educate and Connect

The Library inspires lifelong learning and the sharing of knowledge through a variety of activities that encourages the exploration of ideas.

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The PLAN

FPL's Core Value: Promote Literacy and Reading in all Forms

The Library recognizes the importance of supporting literacy and learning in all forms to create a community of lifelong learners and readers.

Strategic Initiative: Develop and Provide Collections that Are Accessible and Responsive to Community Needs and Interests

Areas of Focus

Review and evaluate the physical and online collection in terms of organization, content, formats, ease of access, and currency in all areas.

Continue to identify local collections for preservation, digitization, and reformatting.

Develop workshops for the public on how to use library resources.

Review, evaluate, and revise as appropriate, the decision-making process for acquiring materials to add to our collection as specified in the Library's Collection Development Policy.

Measures: *The Library will be successful developing and providing collections that are accessible and responsive if:*

- *physical and online collections have been reviewed and evaluated; plans have been developed and activities are underway that address the issues uncovered during the review and evaluation pertaining to organization, content, formats, ease of use and currency;*
- *the Library has identified local collections for preservation, digitization and reformatting, a plan for moving forward with this project has been developed, and additional collections have been preserved and/or reformatted;*
- *workshops for the public on how to use library resources have been developed and implemented;*
- *the Library's Collection Development Policy has been revised after review and evaluation.*

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Strategic Initiative: Promote Reading and Literacy for all ages through Programs, Outreach, Activities, and the Development of Materials that Promote Reading

Areas of Focus

Identify sources of external funding and/or organizations that partner with the Library to create programs and materials that promote reading and literacy.

Actively market existing library programs, collections, and resources that promote literacy.

Create a staffing plan that includes a staff member with direct responsibility for collection development, programs, and activities for teens.

Measures: *The Library will be successful promoting reading and literacy for all ages through programs, outreach, activities and the development of reading materials if:*

- *the Library has identified two additional sources of funding and/or two organizations that will work with the Library to provide programs and materials that promote literacy;*
- *a marketing plan is developed and implemented to promote literacy; if there is an increase in the numbers of participants in programs and activities focused on literacy;*
- *the Library hires librarian for teen services.*

FPL's Core Value: Foster a Healthy Democracy

The Library is committed to building an engaged and informed community by providing the opportunity for people to gather, to exchange ideas and to participate in discussion

Strategic Initiative: Engage in collaboration and partnerships

Areas of Focus

Develop collaborative programs with external organizations to enhance the opportunities for the public to engage in community interaction within and outside library buildings.

Broadcast library and community programs that originate at the Library and that will be of interest to community members.

Encourage individuals and organizations to provide programs of high interest and currency for community members.

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Measures: *The Library will be successfully engaged in developing collaborative programs and partnerships if the Library:*

- *has identified two organizations which will collaborate with the Library to enhance the opportunities for the public to engage in community interaction and each organization agrees to provide programs annually;*
- *has partnered with FCTV to broadcast library programs that are of interest and of value to the public beyond our walls;*
- *identifies and recruits individuals and organizations who will volunteer to develop activities that will enhance high interest, current programs for the public.*

Strategic Initiative: Expand marketing and promotion of library services and programs

Areas of Focus

Create an interactive website with opportunities for the public to contribute content.

Increase staff presence in the community and at community events.

Develop a marketing campaign that targets non-users.

Develop and conduct "behind the scenes" tours of the Library for the community to help them understand how the Library functions.

Continue to employ social media to promote library programs, collections, and activities.

Measures: *The Library will be successful expanding marketing and promotion of library material if:*

- *the Library creates a website that is interactive and to which the public can easily contribute meaningful content;*
- *library staff is present and actively involved in community events annually;*
- *the Library develops a marketing campaign that increases the number of Falmouth residents who have library cards;*
- *People take part in the "behind the scenes" tours of the Library annually;*
- *library programs, collections and activities are regularly promoted through social media so that the attendance at programs and activities show growth and that circulation library materials increases to the 500,000 level.*

FPL's Core Value: Adapt and Innovate

The Library is an adaptive organization that believes in leadership, innovation and learning, investing in the staff, technology, and infrastructure to provide excellent service and services for our community.

Strategic Initiative: Maximize Staff Resources

Areas of Focus

Ensure that the staff has the skills and the knowledge to respond to library needs and interests of the public by providing regular staff development, training programs and opportunities.

Continue to conduct staff workshops focused on new trends in library services and workflow.

Encourage staff creativity and leverage staff strengths to enhance library services.

Measures: *The Library will be successful maximizing staff resources if:*

- *the Library is able to provide comprehensive and ongoing program of workshops, discussions and webinars for staff;*
- *staff strengths are identified and opportunities are given to utilize their strengths to enhance library services for the public.*

Strategic Initiative: Create an Infrastructure Responsive to Community Needs

Areas of Focus

Use data acquired during the User Experience Study, review existing facilities and develop plan for implementation to meet current and future user services.

Provide and promote library spaces that respond to user needs.

Review library policies to increase community accessibility to public spaces.

Cooperate with groups and organizations that support, sustain, and advocate for the Library.

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Measures: *The Library will successfully create an infrastructure responsive to community needs if:*

- *the Library develops from the data obtained from the User Experience a plan for the reorganization of interior space to meet current and future user needs and to reduce barriers that impede the delivery of library services;*
- *the Library implements the space plan in the three buildings;*
- *library policies have been revised to make access easier to public spaces and if barriers to access library services and space have been identified and reduced or eliminated;*
- *the Library annually recognizes individuals, groups and organizations that support, sustain, and advocate for the Library and makes public their contributions to library services.*

Strategic Initiative: Strive for technology that is consistently reliable and for integrity of the technological infrastructure

Areas of Focus

Plan for regular and recurring updating and replacement of technology.

Use the website as a promotional tool and a gateway for public access to a wide range of library resources.

Experiment with new technologies deemed of potential benefit to library patrons, and embrace new ideas that lead to more productive delivery of library electronic services.

Design the website to serve as a virtual branch.

Measures: *The Library will successfully continue to provide technology that is consistently reliable and for the integrity of the technological infrastructure if:*

- *a plan for updating technology and replacement of outdated technology is developed and is implemented and if funding sources for this ongoing project are identified;*
- *the website is updated, and intuitively planned with an emphasis on easy use*
- *staff is encouraged to participate in discussion about new technologies and ways of delivering enhanced services, if all ideas are reasonably considered and if funding is found that would allow the Library to experiment with new ideas and technology.*
- *The virtual e-branch is designed to offer easy access to digitized collections of local materials, eBooks, audio books and photographic collections and that the contents of the e-branch are updated as needed*

FPL's Core Value: Respect

The Library serves the public by acting with integrity, delivering exceptional services and earning the public trust as a responsible steward of its resources and buildings

Strategic Initiative: Serve as a Responsible Steward of Library Facilities

Areas of Focus

Facilitate the review and assessment of facilities to develop a capital and maintenance plan for library facilities.

Communicate with the community concerning capital and maintenance needs.

Measures: *The Library will successfully serve as responsible stewards of library facilities if:*

- there is a review and assessment of library facilities, a maintenance plan for each building is developed that addresses these issues and that funding sources are identified;
- the Library identifies maintenance and service issues and that facility needs are publicized through library outlets and other means, such as tours of the buildings.

Strategic Initiative: Continually review patrons needs, requests, and the results of patron experience input to plan and develop service enhancements.

Areas of Focus

Regularly review hours of service at the Main Library and in branches, and make appropriate adjustments in response to community needs.

Strive to provide equality of services to users of all abilities.

Measures: *The Library will be successful planning for and delivering service enhancements that reflect user needs, requests and experiences if:*

- *the library regularly surveys the public to determine if the hours of service at the main library and branches are convenient and the Library makes appropriate changes in the hours;*
- *the Library advocates for, and is successful in obtaining the necessary funding to add hours of service;*
- *the Library keeps abreast of technology which would provide equitable access*

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Strategic Initiative: Foster strong working relationships with local, regional, state, and federal agencies and library support organizations

Areas of Focus

Ensure the Library is recognized as a valued service to the community by local, state and federal officials.

Work with local, state and federal officials to establish the Library as a disaster recovery center.

Recognize the contributions of volunteers and supporters.

Measures: *The Library will be successful fostering strong working relationships with local, regional and state officials if:*

- *the Library is represented at local, regional, and state meetings and whenever possible at least one event a year is planned specifically to recognize the contributions of volunteers and supporters;*
- *the Library obtains needed funding and recruits a cadre of staff and volunteers who will staff the Library during an emergency.*

FPL's Core Value: Support Intellectual Freedom

The Library enables community members to access constitutionally protected information.

Strategic Initiative: Ensure patron privacy, confidentiality, and uphold intellectual freedom

Area of Focus

Uphold the ALA Code of Ethics, Freedom to Read, Freedom to View, and applicable State laws relating to patron confidentiality.

Measures: *The Library will be successful upholding the ALA Code of Ethics, the Freedom to Read and Freedom to View and applicable state laws if:*

- *these documents are adopted by and included in the Trustees Policies;*
- *these policies are reviewed and discussed annually with the staff to strengthen staff knowledge of library policies.*

FPL's Core Value: Educate and Connect

The Library inspires lifelong learning and the sharing of knowledge through a variety of activities that encourages the exploration of ideas.

Strategic Initiative: Support Lifelong Learning

Area of Focus

Respond to the need identified by community for “literacy” in use of the Library's collections, resources, and services.

Explore the opportunity to supplement formal education activities.

Engage library affiliated groups in developing educational opportunities for all ages.

Develop staff skills and programs to assist people with technology skills and assistance to navigate everyday life.

Explore serving as a bridge to and among community-based and individual knowledge resources.

Measures: *The Library will successfully support lifelong learning if:*

- *the Library provides collections, resources, and services that meet the patrons need for "literacy" in a variety of areas, such as reading, financial, technology, etc.;*
- *the Library identifies and provides programs, discussions, and other means to supplement formal educational activities;*
- *the Library continues to identify and engage other library affiliated groups that will provide educational opportunities for people of all ages;*
- *the Library provides opportunities for other knowledge based groups and organizations to utilize library space to publicize their programs and activities;*
- *non-profit, government and educational organizations are encouraged to use library meeting space for informative programs, discussions and activities;*
- *the library encourages businesses and non-profit organizations to join with the Library to enhance our respective missions through the creation of partnerships;*
- *Library continues to train staff to provide technological assistance to patrons who need help to response to governmental and other activities to attain the skills needed to navigate everyday life;*

This plan will be reviewed by the Board of Trustee annually. An action plan will be developed and approved by the Board for implementation in the following year.

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On behalf of the Library Board of Trustees, Library Director Leslie Morrissey, Library staff, and the Planning Advisory Committee, we appreciate your interest in the Falmouth Public Library of today and tomorrow. Thank you.

The Falmouth Public Library Board of Trustee

Lysbeth Abrams, Chairman
Otis Porter, Vice Chairman
Sylvia Szulkin, Secretary
Jerome Fanger, Treasurer
Lindsey Hopewood
Kathleen Murray
Marilyn Zacks

The Strategic Planning Committee

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Josh Maurer
Joe Netto

Library Administration

Leslie Morrissey, Library Director
Linda Collins, Assistant Library Director

Planning Consultant

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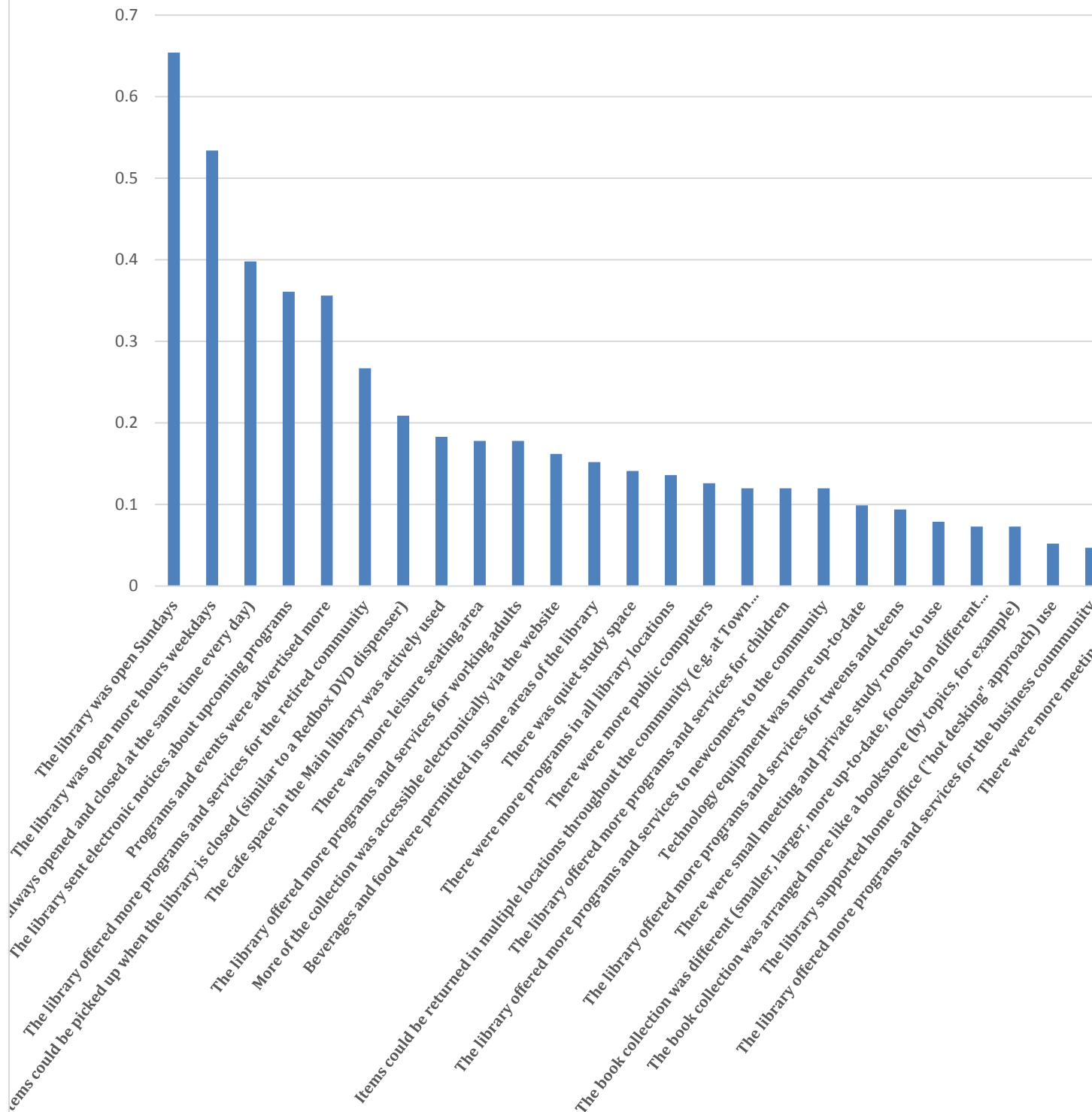
Design by

Kasia Piasecka

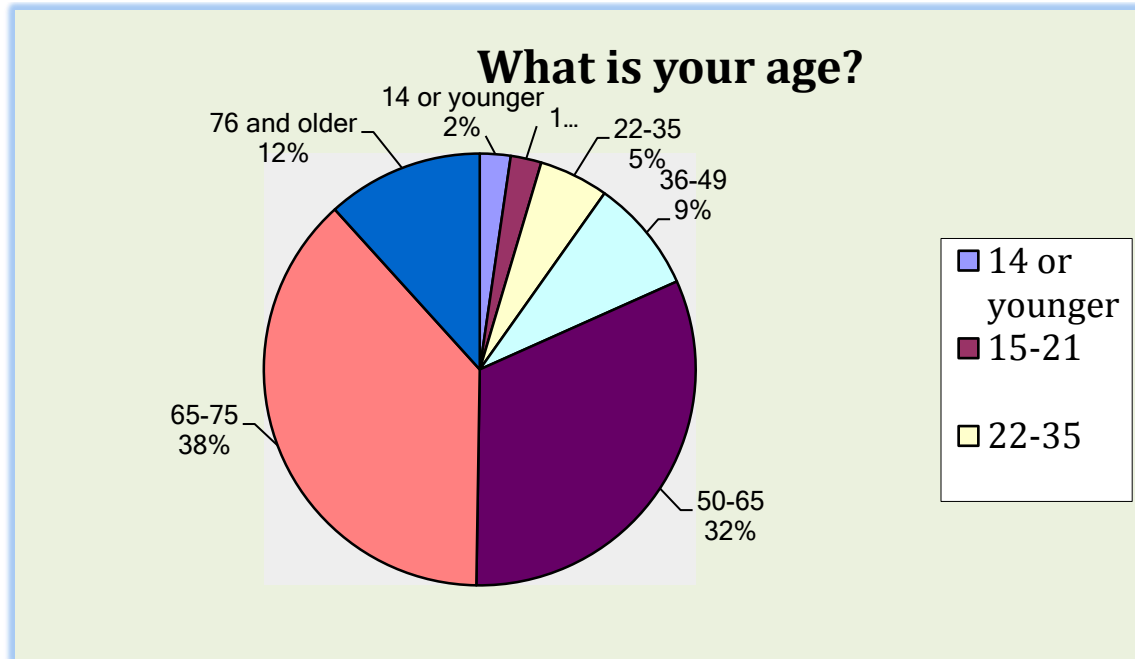
Many thanks to our wonderful staff members and department heads for their thoughtful input. We sincerely thank all the members of our community who participated by providing their thoughts and ideas about library services in Falmouth. We hope that you find this plan is responsive to your needs as expressed by you through surveys, focus groups, and suggestion boards.

APPENDIX
SURVEY RESULTS

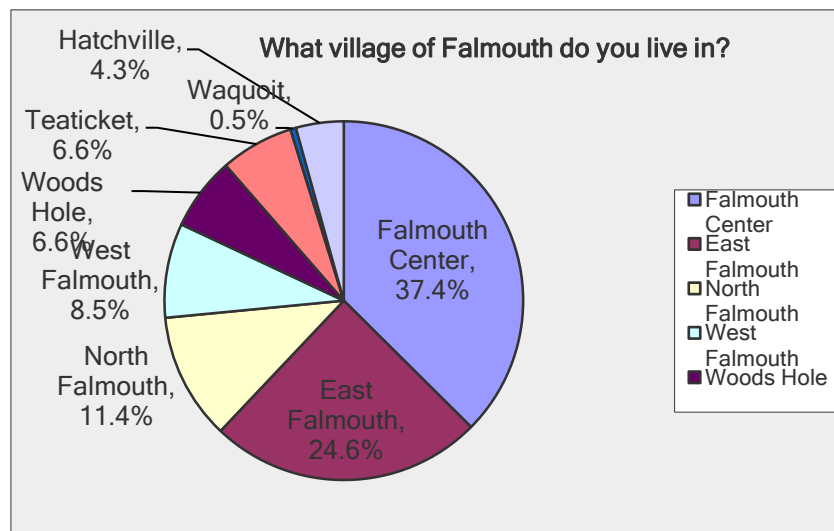
Members of my household would use the Library more if



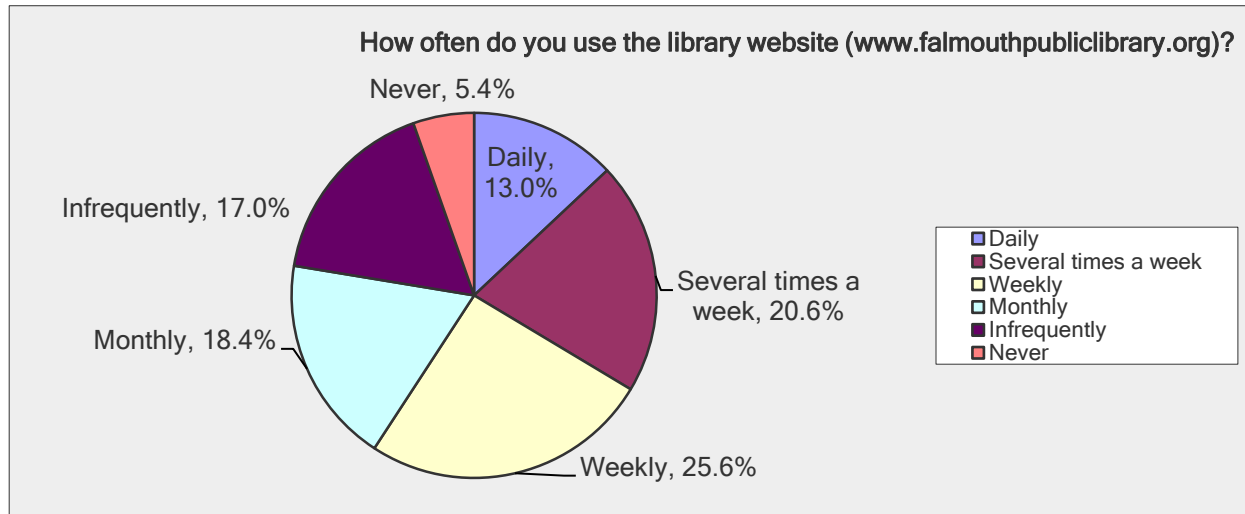
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Library users come from all parts of the community



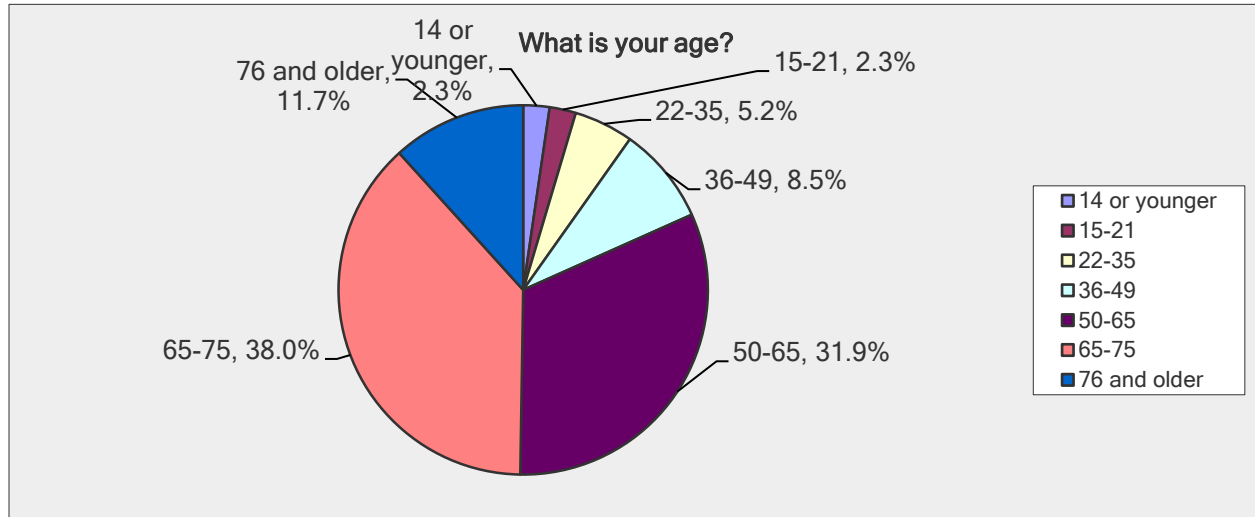
What Did We Learn from the Survey?



Why are people using the library more?

- “I now have children of my own and we visit the library often”
- “My grandma takes me to the library and I love it”
- “I just moved to Falmouth and I love this library”
- “The remote digital access”
- “More options (formats-DVDs, CDs, eBooks, print books) for borrowing
- But...
- Work gets in the way

75% of Survey Responders were over the age of 50



Use Has Increased

