

MASHPEE PUBLIC LIBRARY STRATEGIC PLAN MASHPEE, MA 2021-2026



*Connecting People.
Building Community.*

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INTRODUCTION

Looking ahead to 2020, the Mashpee Public Library is preparing to celebrate 10 years of service in our “new” location at 64 Steeple Street. The current library honors its traditional role while establishing new standards for technology, innovation, and engagement. The resulting vibrant building serves as a community center and welcomes and inspires residents of all ages on a daily basis. The transformed Mashpee Public Library is brimming with potential for discovery, inspiration, lifelong learning and civic engagement. It has become a center for cultural events and creativity, while providing opportunities for building community and connecting people.

We are partners with the Mashpee Public Schools and the Mashpee Coordinated Family and Engagement Coalition to strengthen early literacy and education initiatives for children and youth of all ages. Collaborations and partnerships with Town departments, local organizations, individuals, and groups strengthen our ability to extend our reach, particularly to those residents who might be isolated or underserved. As an active member of the Cape and Islands Libraries Automated Materials Sharing (CLAMS) consortium, we participate in a statewide networked system that empowers libraries across Massachusetts to reciprocally share millions of books, DVDs, and CDs on an annual basis.

This progressive Strategic Plan will allow us to continue to grow, expand our horizons, and respond to community expectations with specialized services that reflect local priorities. Libraries across the region, state, and country, are re-imagining services and priorities to meet the future needs of residents. We will explore our potential to introduce new technologies and online services; to create new spaces and provide opportunities for collaboration; and expand our offerings to support our community in a rapidly changing world. As we move forward, we are very excited about the prospect of challenging ourselves to deliver the best possible library service to all of you.



All of our efforts and progress to date are possible due to the goodwill and generosity of the residents of Mashpee and our outstanding Friends of the Library group who offer their time and talents and inspire us to continue to grow and evolve as an organization. Without the support and the on-going dedication and perseverance of our Library Trustees—past and present, as well as our Town Manager, Rodney Collins, and many town officials and department heads, we would not have achieved this milestone.

Finally, I would like to recognize the Library staff for their enthusiasm, passion, and belief in the importance of public libraries in today’s rapidly changing world. Without their dedication, hard work, and commitment we would not have the opportunity to achieve the goals outlined in this plan. It is our privilege to have a place in the Mashpee community and to share that with so many of you on a daily basis.

Kathleen Mahoney
Library Director

STRATEGIC PLANNING COMMITTEE 2021-2026

Planning Committee

Cindy Bates
Caitlin Boyd
Ava Costello
Peyton Dauley
Patricia DeBoer
Virginia Farwell
Sarah Gilbert
Sheldon Gilbert
Trish Keliinui
Carolyn Markowski
Thomas O'Neil
Mary Lou Palumbo
Ruth Provost
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Library Trustees

Matt Auger
Amanda Hall
Sandra Horsman
Mary LeClair
Joan Lyons
Ann Macdonald
Virginia Scharfenberg

Library Staff

Kathleen Mahoney
Carolyn Savage
David Aronson
Janet Burke
Lindsay Manning



MISSION STATEMENT

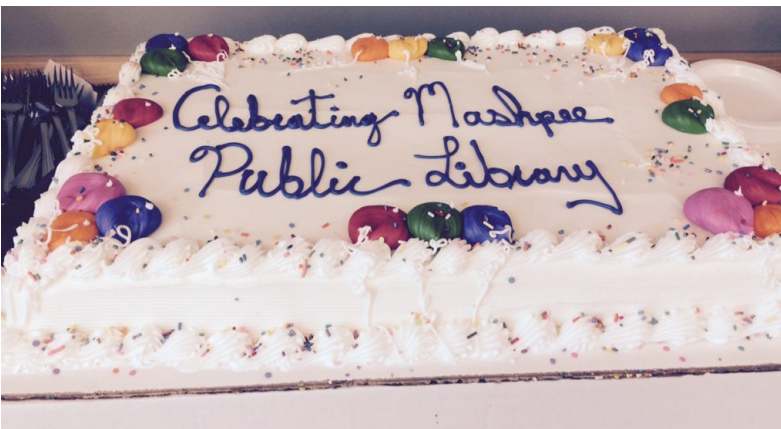
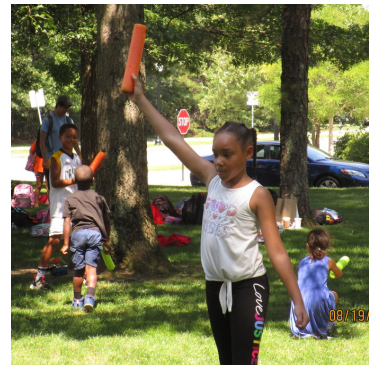
The Mashpee Public Library promotes life-long learning, discovery, enrichment, and civic engagement through materials, technology, and experiences. By serving a diverse population, the Mashpee Public Library facilitates access to information, the love of learning, and the building of community.

Adopted by the Mashpee Public Library Board of Trustees- September 11, 2012.

COMMUNITY OVERVIEW

Mashpee occupies roughly 27 square miles in southeastern Massachusetts, situated on the southwest corner of Cape Cod. The Wampanoag people were the first to settle in Mashpee, followed by English colonists in the 17th century. Incorporated in 1870, the town has a rich cultural heritage and is one of the few remaining homes of the Wampanoag Nation, the Native American tribe which met the Pilgrims at Plymouth. The community retains a strong Wampanoag culture. It's the headquarters of the Mashpee Wampanoag Indian Tribal Council, one of two federally recognized Wampanoag tribes in Massachusetts. With over five miles of oceanfront beaches and four of the largest fresh water ponds on Cape Cod, Mashpee is known for its natural beauty and conservation lands. In the New England tradition, Mashpee is governed through Town Meeting, aided by a Town Manager, elected boards, and volunteer committees.

In 2010, the U.S. Census recorded a population of 14,006, a number which increased slightly to 14,054 in the 2017 American Community Survey (ACS). The 2017 ACS figures reported that 97% of the population identified as one race, and 3% reported identifying as two races. English was the only language spoken at home by 95.5% of residents. The estimates reflect that 52.3% of the population identified as female, while 47.7% identified as male, and reported a median age of 52.4 in 2017. Overall, 64% of the town's residents polled as 45 years old, or older, and 11.2% were veterans. The median income among the 6,279 occupied households was \$73,841. Mashpee controls its own school district, which includes two elementary schools, a middle school and a high school with an enrollment of approximately 1,500 students.



LIBRARY PROFILE & FAST FACTS

The Mashpee Public Library is a municipal library funded primarily by the Town of Mashpee, and governed by a seven member elected Board of Library Trustees. The Library opened its doors to a newly constructed and expanded building in April 2010, and will celebrate a decade of growth and accomplishments in 2020. As we reflect on our achievements and lessons learned in the past years, and consider what lies ahead, we are excited to develop a plan which will strengthen our organization and maximize the Library's impact as a community resource. The scope of our services continues to expand beyond the traditional model of circulating books to patrons, and our work with a wide variety of social organizations, non-profits, and government agencies has given us a deeper understanding of the leadership opportunities and challenges facing public libraries as we strive to provide the most relevant and needed services to our residents.

Facility: The building is a 22,000 square foot, LEED-certified, stand alone two-level structure that was newly constructed in 2010. The building grounds include 80 dedicated parking spots, as well as bicycle racks for those using alternative transportation.

Hours: Current operating hours are 9:00 a.m. to 5:00 p.m. on Monday, Wednesday, Friday, and Saturday, and 10:00 a.m. to 7:00 p.m. on Tuesday and Thursday. The Library is open to the public for 50 full hours each week, including Saturdays, and two evenings after 5:00 p.m.

Services: The Library offers traditional circulation and reference services; programs for children, teens, and adults; online databases and instructional and test preparation software; downloadable and streaming content; online Internet access; and access to a full service printer/copier. Wi-Fi is accessible throughout the building, and patrons can check out a laptop for use in the building. All online services are available with a library card all the time from any computer. Meeting rooms with a computer projector, screen, sound system, and kitchen access are available for large and small groups.

Staffing: Current staff includes the Director, Assistant Director, three full-time librarians, one standard part-time Library Assistant, and seven non-standard part-time Library Assistants working less than 20 hours per week. All Library employees are unionized and the terms of their employment are contracted with the Town through the collective bargaining process. The Library receives Accounting, Human Resources, Technology, DPW, Administrative and Legal support through other Town departments.



LIBRARY PROFILE & FAST FACTS

CONTINUED

Funding: The total appropriated budget for FY 2020 is \$692,665, of which \$501,560 is designated for salaries and wages, and \$191,105 is provided for operational expenses. The most significant item in the Library's operational expense budget the line item to purchase library materials (books, DVDs, music, magazines, etc.) which totals \$111,760.

Library Cardholders:	17,247	(includes year-round and seasonal residents)
Circulation:	209,055	(total transactions)
Holdings:	103,551	(total items)
Public Computer Use:	15,600	(users per year)
Meeting Room Use:	2189	(number of times meeting rooms booked)
Program Attendance:	11,461	(total for children's, teens, and adult programs)
Total Hours Open:	2228	(hours were increased to 50 per week mid-year)



PLANNING METHODOLOGY

The Mashpee Public Library has developed a comprehensive, strategic plan to guide the organization for the next five years. A Strategic Planning Committee of residents, business owners, non-profit leaders, Library staff, town officials and employees representing various organizations and demographics was formed in April 2019 to begin the process of renewing the Library's strategic plan. The Library Trustees, along with the committee, reviewed the library's current Mission Statement, and agreed it is still a relevant declaration for the organization and then began the work of planning for the future.

Consultant Deborah Hoadley was hired to facilitate the strategic planning process. She led two focus groups during the months of April 2019 and May 2019 for the Strategic Planning Committee, which included S.O.A.R (Strengths, Opportunities, Aspirations, Results) and Community Visioning exercises to gather information and perceptions about the Library and its role in the community. Based on the work of the Strategic Planning Committee, six themes were identified for further development and discussion:

- *Support the future demographic trends in Mashpee, especially young professionals and older adults by investigating smart growth options, job opportunities, affordable housing, and shifting perceptions of how educational and employment opportunities are perceived.*
- *Create an environmentally conscious community, including programs to support sustainable efforts, creating a culture of respect and appreciation for natural resources, and supporting efforts to save the bays and waterways.*
- *Develop a model of entrepreneurial spirit for future industries, especially new designs and innovations to support older adults.*
- *Promote Mashpee by creating an extensive branding campaign, identifying and highlighting strengths of the community.*
- *Building a welcoming and inclusive town by supporting educational and cultural activities promoting diversity.*
- *Generate interest in town government and other town organizations by promoting civic engagement, volunteer opportunities and other ways people can become involved.*



PLANNING METHODOLOGY

CONTINUED

Deborah Hoadley also met with a staff steering committee during the month of May 2019 to discuss the future of the community and the Library's changing role in it, and facilitated additional planning and visioning exercises. Staff members voiced somewhat different aspirations including community outreach and partnerships; expanded adult programming opportunities; exploring use of existing building space to accommodate changing patron needs; and increased attention to diversity and inclusion in all aspects of library operations, such as collections, programs, services, accessibility of physical space, and customer service.

The community survey was developed based on the input from the Strategic Planning Committee and Library Staff focus groups and was available for six weeks from mid July 2019 to early September 2019 through a website link, posts on social media distributed via the Mashpee school system, and in paper form distributed at the Library and other town departments. A total of 153 responses were collected and the Library received many valuable comments, helping to define the scope of new service priorities. Although survey participation was low, additional feedback garnered from patrons in the course of daily Library operations, combined with the input of the community based Strategic Planning Committee and staff comments, served as the basis for the goals and objectives of this plan.



APPROVAL OF THE BOARD OF LIBRARY TRUSTEES

The Mashpee Public Library Board of Trustees accepted and adopted this Strategic Plan 2021-2026 on November 12, 2019.



Virginia Scharfenberg
Sandi Lahart
Ruth Nickerson
Joan Lyons
Ann Macdonald
Mary LeClair
Amanda Hall

SERVICE RESPONSES, GOALS, AND OBJECTIVES

- *Building Community & Outreach*
- *Patron Experience*
- *Diversity & Inclusion*
- *Experiential Learning*
- *Community Service & Emergency Preparedness*



GOAL ONE

BUILDING COMMUNITY & OUTREACH

OBJECTIVE: Develop and expand library services to promote strong connections in our community

Activities:

1. Create a comprehensive Marketing Plan and tool kit to guide staff in creating library communications that are consistent, creative, and flexible.
2. Create a comprehensive Outreach Plan to broaden the Library's community impact by engaging underserved audiences.
3. Support and launch efforts to provide library collections and services in non-traditional settings.
4. Offer off-site library services and programs to retirement communities, assisted living facilities, and residents eligible for home delivery service.
5. Select one library resource or service per quarter and promote at all points of service, and through all vehicles of communication.
6. Host public forums for residents to explore and discuss community-wide issues or topics that promote civic involvement and discussion.
7. Build feedback loops into library services to allow ongoing patron input, suggestions and viewpoints.



GOAL TWO

DIVERSITY & INCLUSION

OBJECTIVE: Create an inclusive environment where community feel welcomed

Activities:

1. Develop a Diversity and Inclusion Library Statement.
2. Complete a diversity audit of collections, programs and services.
3. Remove unnecessary barriers to services and facilitate positive interactions between staff and patrons.
4. Improve services to patrons with a variety of physical and developmental abilities.
5. Support our region's rich artistic and creative communities by providing opportunities to showcase their work, and share their cultures, histories, ideas, research, art, music, and other experiences.
6. Facilitate access to robust world language, citizenship and English as a Second Language (ESL) resources.
7. Lead the community in planning and organization of events encouraging neighbors to meet and engage with one another.



GOAL THREE

PATRON EXPERIENCE

OBJECTIVE: Ensure individuals have exceptional interactions with Library Staff and are connected with resources and services to enhance their quality of life

Activities:

1. Create and develop a strategy to implement an Adult Programming Plan to expand adult services and programs.
2. Foster new relationships, as well as maintain current partnerships, with local agencies to address desired program topics, and build an informal network of local speakers.
3. Adjust current practices to increase ease of use of physical and digital collections, e.g., fines, wait time, holds.
4. Make it easy to find, borrow, and return materials and resources online, and in person.
5. Create a culture of exemplary customer service, where patrons are given the same consistent high quality of helpful attention in person, by phone, or online.
6. Evaluate the current facilities (buildings and grounds), and identify the needs and wants of the community to creatively re-purpose spaces to meet these needs.
7. Explore opportunities to expand services to other locations, as well as using outdoor spaces.



GOAL FOUR

EXPERIENTIAL LEARNING

OBJECTIVE: Increase opportunities for patrons to discover, explore and learn through a variety of learning tools, services and programs

Activities:

1. Evaluate the Library's experiential learning opportunities currently offered at the library and implement an ongoing assessment of these opportunities.
2. Explore and develop a Library of Things, where unique items can be circulated to patrons.
3. Expand the number and types of hands-on activities offered to patrons of all ages, and partner with community organizations to provide these programs.
4. Create a flexible and adaptable makerspace using low-tech solutions and opportunities to share and learn in a collective environment



GOAL FIVE

SUSTAINABLE INITIATIVES, COMMUNITY SERVICES & EMERGENCY PREPAREDNESS

OBJECTIVE: Offer services and programs designed to inform and engage the community about sustainability, community services and situational preparedness

Activities:

1. Create an Environmental Task Force to explore energy efficient practices and ways to reduce the environmental impact of the Library.
2. Develop and implement sustainable practices to adjust to changing environmental conditions, and make resource-efficient decisions based on conserving energy, water, and materials.
3. Prepare our staff and building to serve our community in extraordinary circumstances, during disasters, and evaluate and adapt our building and infrastructure for anticipated uses during emergencies.
4. Offer programs and assistance on topics of public interest by identifying agencies or individuals to provide such assistance.



APPENDIX

Mashpee Public Library Community Strategic Planning Committee Meeting #1 – Introduction and S.O.A.R. April 24, 2019

Deb Hoadley, consultant, talked about the strategic planning process and then led the community group through a brainstorming exercise called the S.O.A.R., which stands for Strengths, Opportunities, Aspirations and Results. Next steps were also discussed. The next meeting will be held on May 15, 2019 at 6:00pm.

Strengths:

Building & Location:

- Appearance of building – clean, organized
- Green across the street – use for programs
- Reserve study rooms
- Pokémon gym outside
- People gather
- Parking
- Physical location – near schools
- Accessible
- Meeting room needs – welcomed and supported for successful program

Programs & Services:

- Children's programs
- Variety of programs – led by local members and organizations
- Summer Food Program
- Town initiatives/ meetings held at library

Collection:

- Lots of things to use and borrow – physical collection, museum passes (which are different than the Chamber)
- CLAMS network – ILL, reciprocal borrowing
- Native American Special Section

Staff:

- Staff
- Director
- Welcoming atmosphere
- Interaction with staff
- Leadership receptive to change
- Positive reflection of helping residents
- Non-judgmental
- “Above & beyond” – accommodating

Miscellaneous:

- Community hub
- Sharing with public
- Community values the library – respect of community – responsive
- Community camaraderie
- Done on limited budget
- Collaboration with senior center
- Collaboration with Friends of Library
- Certified by MBLC
- Resource for tourists and visitors
- Trustees
- Fun place
- Cutting edge

Opportunities:**Building & Location:**

- Accessibility

Programs & Services:

- ESL
- Immigrant resources & programs / citizenship prep and civics program (growing demographic)
- Therapy dog
- Summer reading list – hard to get – make it interesting and fun, maybe project oriented; integrate HS students to help with this
- Reward kids for SRP reading – incentives
- SRP Book Club
- Pairing intergenerational opportunities – Projects, like history – Veterans/Retirees, especially teachers
- More teen targeted programs – especially mental health
- Buddy system / welcome wagon for newcomers to town
- Teen night held at the library (sponsored by Boys & Girls Club)
- Employment Panel – local businesses to have series of talks, entrepreneurship
- Focus of veterans
- More printable passes or downloadable passes (A)
- Program for 18-55 – underserved now – working parents, singles, programs with food, mahjong
- Afterschool daycare
- Parenting group need
- Adult programs with topics and fun themes – offer childcare for parents
- LGBTQI programs
- Author visits
- Writing workshops with authors / young adult focus
- Poetry readings
- Open mic night
- Tech support – use students & older adults
- Library ambassadors – outreach like home delivery, assisted living visits with books

Opportunities (cont).

Collection:

- Library of things – sewing machine, board games
- Seed library

Miscellaneous:

- Give a public facility tour
- More information available from the Chamber, maybe a kiosk
- Partnership with the Tribe
- Little Free Libraries around town (found out the HS is doing this with the DPW)

Aspirations:

Building & Location:

- Café / Starbucks environment; social gathering place; meet people
- Have a studio or workshop that is all purpose with storage
- Parking lot improvements
- Shade pavilion
- Satellite TV studio – local cable collaboration; sound/radio stations
- Purchase land and or building
- Conference center (Community vision)

Programs & Services:

- Buddy system / welcome wagon for newcomers to town
- Social worker
- Automated aspect to reach people, like 24/7 lockers
- Longer hours
- Fix & repair program
- Community workshops – DIY

Collection:

- More downloadable content

Miscellaneous:

- Marketing/advertising
- Social media
- Have people aware of bus stop from school
- Shared economy
- Designate the library as the Community Center

Results:

- Best community resource
- Librarians = Solutions
- Resources we need – look within Mashpee, not having to go elsewhere
- Establish more connections
- Increased pride & goodwill for community

Results (cont.)

- Being the community center
- Deepen and increase partnerships and relationships with organizations
- Challenge of using library space because of its location (regional)
- DISCOVER MASHPEE – hidden gem
- More sustainable economy
- Moved here for amazing library
- Higher % of town budget
- More attraction to library
- More library participation
- Stories and what they are doing here at the library (more than reading)
- Flexible

Mashpee Public Library Staff Meeting: Strategic Planning April 25, 2019

Deb Hoadley, consultant, talked about the strategic planning process and then led the staff through two brainstorming exercises. The first focused on the library, called the S.O.A.R., which stands for Strengths, Opportunities, Aspirations and Results. The second was a community visioning exercise to discuss the future vision for the community of Mashpee.

Stakeholders:

- Patrons
- Schools
- Seniors
- Adults with small children / families
- Community groups
- Town departments
- Teens
- Assisted living
- Chamber of Commerce – businesses
- Summer visitors
- Summer residents
- Tourists
- Volunteers
- Trustees
- Friends
- Staff
- Non-residents
 - CLAMS patrons
 - CLAMS staff
- Other library staff

Strengths:

Building & Location:

- Space
 - Children's room
 - Everywhere
 - Peaceful, restorative
 - Visually impact
 - Unbiased, safe space
 - Appealing
- Quiet space to work and get away from things
- Place to go when there is an emergency/disaster for power
- Place to go for connections; people are not isolated
- Social place

Programs & Services:

- Programs
- Technical assistance – computers and downloadable help
- Access to public computers and internet access

Collection & Resources:

- Have resources needed by immigrant families
- Access to collections – ability to get what they want (ILL/CLAMS)

Staff:

- Helpful staff
- Customer service
- Good reference help

Miscellaneous:

- Website
- Marketing improved
- Family meet-ups

Opportunities:

Building & Location:

- Creating different spaces (A)
 - Space usage
 - Flexibility
- Extend outside space for people to use
- Use of green space across the street

Programs & Services:

- Book clubs
- Scanning & fax services / mobile printing
- Expand digital presence – consider remote users
- Outreach areas – homebound & other programs outside the library

Collection:

- Library of things
 - Need to engage with public on what they want
 - Look at policies
 - Need to do a survey or pop-up questions on website to see what people would want
- Collection development

Miscellaneous:

- Looking at needs of immigrant families
- Better relationships with community organization and groups / find out what is going on with them / involve them in what is happening at library / need right person to do this
- Be invited to the table (A)
- See the library as a partner (A)
- Connections with people – social connecting (A)
- Meeting demographic needs
- Newcomer connection

Aspirations:

- Be invited to the table
- See the library as a partner
- Create different spaces in the library
- Connect with people
- Parking Lot Shade shelter
- More land & space – purchase or rent space / work with Mashpee Commons
- Cabinet doors in children's room
- Storage areas / stacks being flexible and adaptable (very fixed now)
- Connect with more people – engage and have conversations
- Expand adult programs
- Meaningful, unique opportunities to play a role in community
- Ownership of the library
- Collaborations
- Flexible "hours" to accommodate programs
- Investigate duplication – don't want to compete with other groups
- Connect with Mashpee Common Development to have a voice in decisions and how does library fit in with development plan

Results

- Will have sustainable & predictable budget
- Perceptions of library
- Value driven
- More people enriched by services

Results (cont.)

- Wider variety of people reached
- More of everything – staff, money, support, people
- Less rigid & structured
- Respond quicker
- Leader in the community
- Loyal following
- Active citizens in town meeting
- Brand identity

Community Vision Discussion

What do you think the ideal future of Mashpee should be? What do you want it to look like 5, 10, 20 years from now. What are some of the challenges/issues that needs to be resolved?

- Mashpee Commons plan & development – what is going to happen
- Green space – keep conservation land
- Low taxes
- Sustainable economy – no jobs for families
- Demographic shifts
- No traffic / congested areas
- Balanced without conflicts
- Waste water use
- More diversity / inclusivity
- Planning process for the future

Staff was asked to describe their ideal future of Mashpee in one word.

- Welcoming
- Safe
- Beautiful
- Sustainable
- Thriving

Mashpee Public Library
Community Strategic Planning Committee
Meeting #2 – Community Vision
May 15, 2019

This meeting focused on the community, and its needs and wants and vision for the future. This was a brainstorming exercise where community members discussed what they want in the next 5, 10, 20 years for the town of Mashpee.

Community Vision:

Brand & Identity

- Advocate and market Mashpee
- Create and promote identity of Mashpee – create an image that will help identify
- Be a model for other communities for “trying new ideas” (like Mashpee Commons model)
- Increase entrepreneurial opportunities; possibility of incubator for new businesses

Culture:

- Keep supporting arts & entertainment – “Cape Playhouse”
- Understand cultural diversity in town; break down barriers, including socio-economic
- Increase in diversity related to minorities – be a welcoming community

Demographics

- Growth in sense of community between needs and giving and helping one another; more collaboration; look at church model
- Create support services for under 60
- Maintain high excellence in schools
- Mindful of the people who live here now (2019) and what they do here – vacation and retirement
- Design and market opportunity for services that meet the needs of the older adults
- Balance of demographics

Employment:

- Provide jobs for professionals
- Labor market – not enough people to work in industries
- Need to change perception and stigma of workforce; specifically changing vocational-technical o engineering

Infrastructure:

- Provide a variety of affordable housing
- Attract professionals = good schools, health and services
- Participation in town/civic meetings
- Functioning government
- Access to transportation to the city
- Provide local transportation
- Eliminate some of the restraints on land use – creating more opportunities to open land for a variety of uses; zoning considerations
- Smart growth
- Investment in community

Sustainability:

- Develop respect and appreciation for natural resources – bays and waterways
- Beaches – need to advertise
- Programs supporting efforts to “save” environment

Five themes emerged:

1. Balance of demographics in the future

- Supporting younger people, especially professionals
- Supporting older adults
- Affordable housing
- Job opportunities
- Perceptions of moving towards engineering vs. low-tech
- Smart growth

2. Environmentally conscious

- Saving bays and waterways
- Programs to support sustainable efforts
- Respect and appreciative culture of natural resources

3. Entrepreneurial Spirit

- Model for future industries
- Supporting older adults – new designs and innovations

4. Brand & Identity of Mashpee

5. Building welcoming & inclusive town

- Supporting education and cultural activities

One Word:

The group was asked to describe their ideal future of Mashpee in one word.

- | | |
|-----------------|----------------------|
| • Thriving | • Sustainable |
| • Welcoming | • Environmental-safe |
| • Diversity | • Joyful |
| • Caring | • Innovative |
| • Progressive | • Green |
| • Inclusive | • Cooperation |
| • Collaborative | • Community |

Library's Role:

The group was asked to write down how the library will play a role in meeting one of the community vision ideas. The library could play a priority, partnership or supporting role. They were asked what the library will do and how it could be done. Here are the ideas:

1. The library will play a partnership role by helping to promote civic engagement and generate interest in town government and town meeting. The library would partner with the town to host informational sessions about town meeting articles and participation in town committees.
2. The library will play a supporting role by providing more literature in non-English languages; act as a meeting space to promote interaction between members of minority communities. The library will reach out to people we know in the community who feel as if they are on the outskirts to encourage involvement in community engagement programs. This will create a welcoming community and increase diversity.
3. The library will play a supporting role by working with schools to engage and collaborate with ELL & non-English speaking families to offer access to services and community resources. The library will have direct, written communications and offer programming opportunities. This will increase support for ELL and non-English speaking community members.
4. The library will play a partnership role by working with local environmental associations/commissions within Mashpee to promote further education and conservation efforts within the community. The library could provide educational resources (lectures, etc.) about local environments and conservation efforts specific to Mashpee history and promote projects to preserve local wildlife and habitats (beach clean ups, info on how to get involved, etc.) This would also create a draw for younger Mashpee residents to come to the library and get involved in their community. This project supports efforts to save the environment.
5. The library will play a priority role by leading, educating, connecting and moving the community forward. Be the first to do something that has never been done before and show success. Generate interest – a town of entertainment. Good public relations, marketing and access. Need to do what the municipality can't or won't do.
6. The library will play a partnership role to have a more inclusive, accepting diverse community. The library will hold book clubs, town-wide book readings, discussion groups, offer speakers and show movies, etc. of diverse races, religions, sexual orientation groups, ethnic groups, etc.
7. The library will play a supporting role by seeking opportunities on finding knowledgeable participant to address the issue of affordable housing that is integrated into the fabric of the town. This will be done through an organization (town planning agency) created to explore options for developing the housing in various parts of the town and integrating the housing with existing or new developments.

8. The library will play a partnership role and provide a center to educate the community – whether youth or older adults training for re-entering the job market, respect for the environment, services for all ages– struggling families, youth, drugs, seniors and how the town government works for all residents. The library can hold programs on specific topics and collaborating with outside agencies to provide this information creating an education center.

9. The library will play a supporting/partnership role and work with community groups to facilitate communication through programming, lectures, debates, planning groups. Using this community space as a cultural meeting center. The library will set up organizing groups to attack diversity issues. Be inclusive. Get town management and tribe to have monthly public discussions of issues. Set up small town discussion groups. Maybe use community members or outside facilitators. This will build an understanding cultural/historical differences to foster unity and a real community through cross-cultural training.

10. The library will play a supporting role by working with a collaborative effort with all Cape libraries to share programs & materials geared to children, parenting, etc. Advertise heavily. Publicity. Assist with job searches. Communicate between libraries. Work with job agencies to support job fairs, etc. This will help “attract” younger working families to the “Cape”.

11. The library will play a partnership role by convening Mashpee resident of all ages and Mashpee organizations (both nonprofit and businesses) to thoughtfully develop an identity of Mashpee, which can be targeted for both people who live in Mashpee, and those who do not. A series of public forum discussions could be held at the library, professionally facilitated to allow a diversity of opinions and to promote cultures of respect throughout the process. This will create a positive identity/image of Mashpee.

12. The library will play a partnership role by bringing together business, technology and education initiatives to develop new businesses support and incubator entrepreneur culture. Provide space and resources for start-ups. The library will provide space, resources, networking for entrepreneurs and businesses – work to connect them to local government and investment opportunity. The library and Friends of the Library could invest in an incubator company or start-up to benefit the library. Mashpee would be an entrepreneurial/incubator for business opportunities.

13. The library will play a partnership role by working with schools, town government, tribe and other stakeholders to present information to interested parties on environmental issues and steps needed to mitigate damage. The library can offer regular programming at library on pertinent issues and information on positive steps that individuals can take; assist with recruiting people to participate in environmental improvements. This would support developing respect and appreciation of our environment.

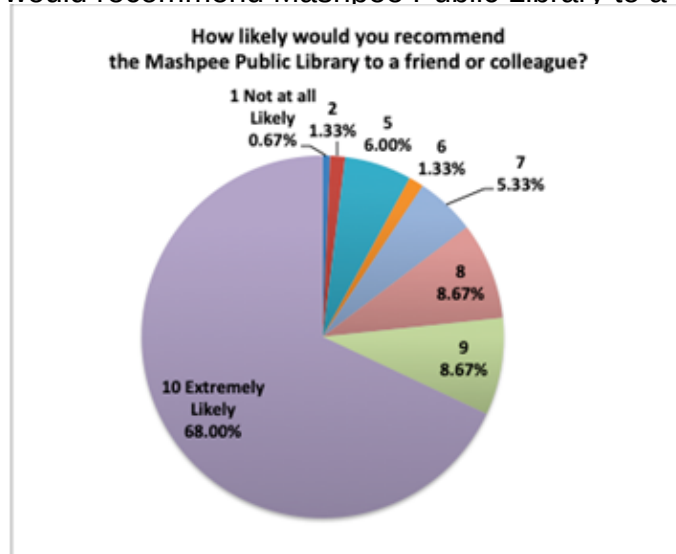
14. The library will play a priority role by finding ways to attract more involvement in town meetings, town committees and town government in general. This can be done through word of mouth, mailings, schools, PSA's on TV and social media. Make awareness of vacancies and opportunities found on the website. Need to attract the professional retirees or people moving to Mashpee to get involved in the town.

Appendix D
Survey Analysis for Mashpee Public Library
Prepared by Deb Hoadley, Consultant

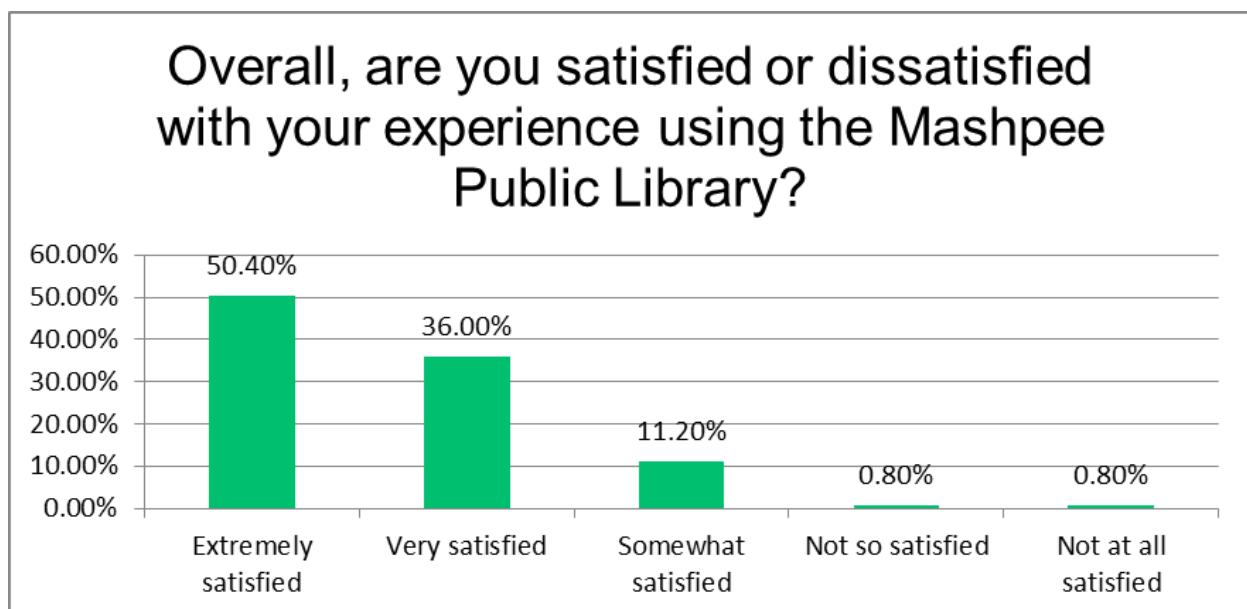
The survey was distributed in print and online for six weeks from mid-July 2019 to mid-September 2019. There were a total of 152 responses. There was not a breakdown for how the responses were gathered, i.e. website, paper or through social media. The number of responses is not statistically representative of the town's entire population, but still provide valuable information for the process.

Here are the results of the survey.

Q1. How likely is it that you would recommend Mashpee Public Library to a friend or colleague?

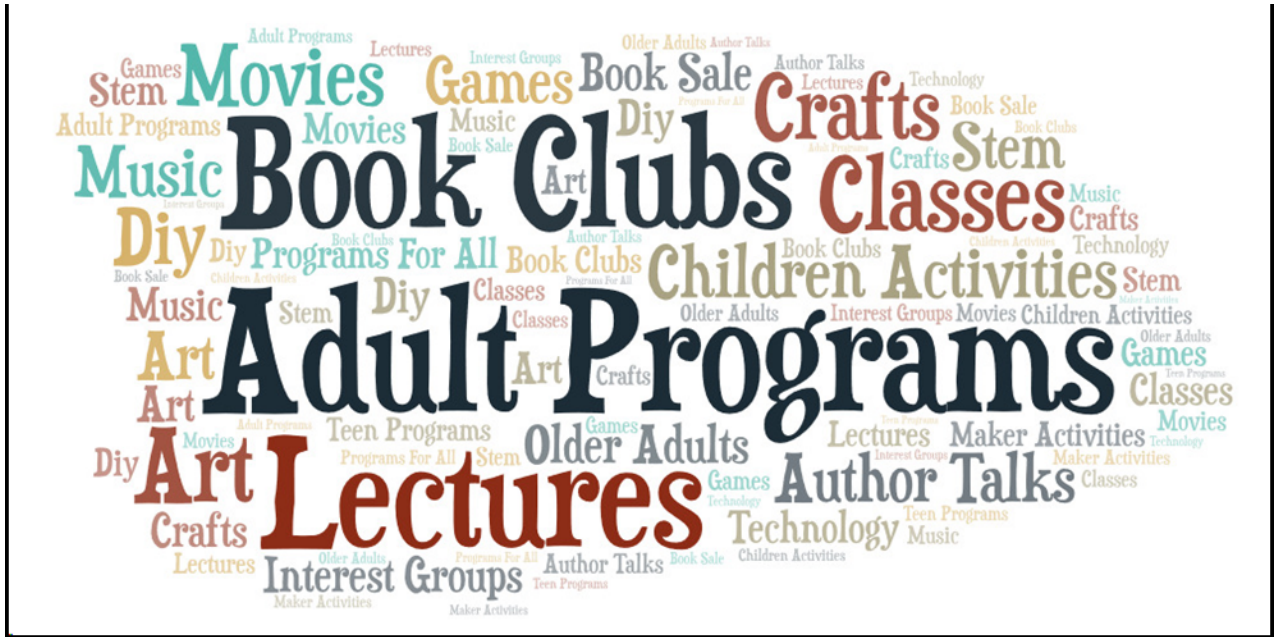


Q2. Overall, are you satisfied or dissatisfied with your experience using the Mashpee Public Library?



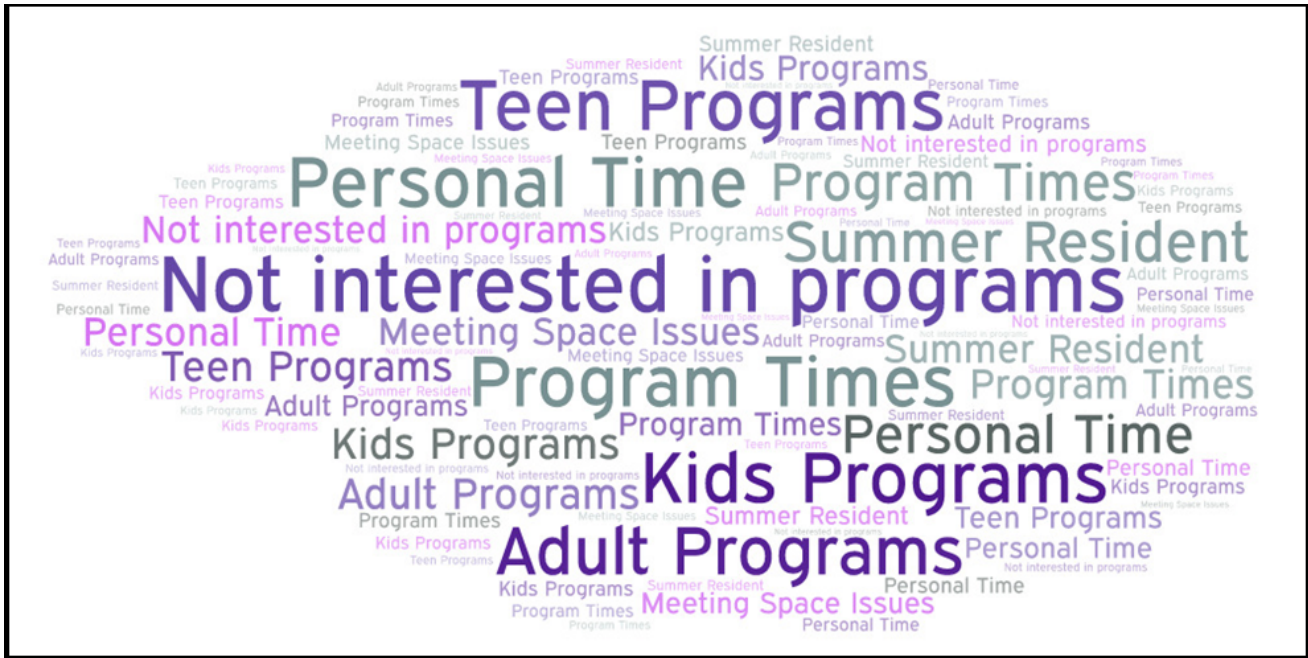
If people responded they were not satisfied, we asked them to comment on why they were not satisfied. Here are the top reasons: collection development, customer service and programs (ages and times).

Q3. What types of activities would you participate in if they were available in Mashpee?



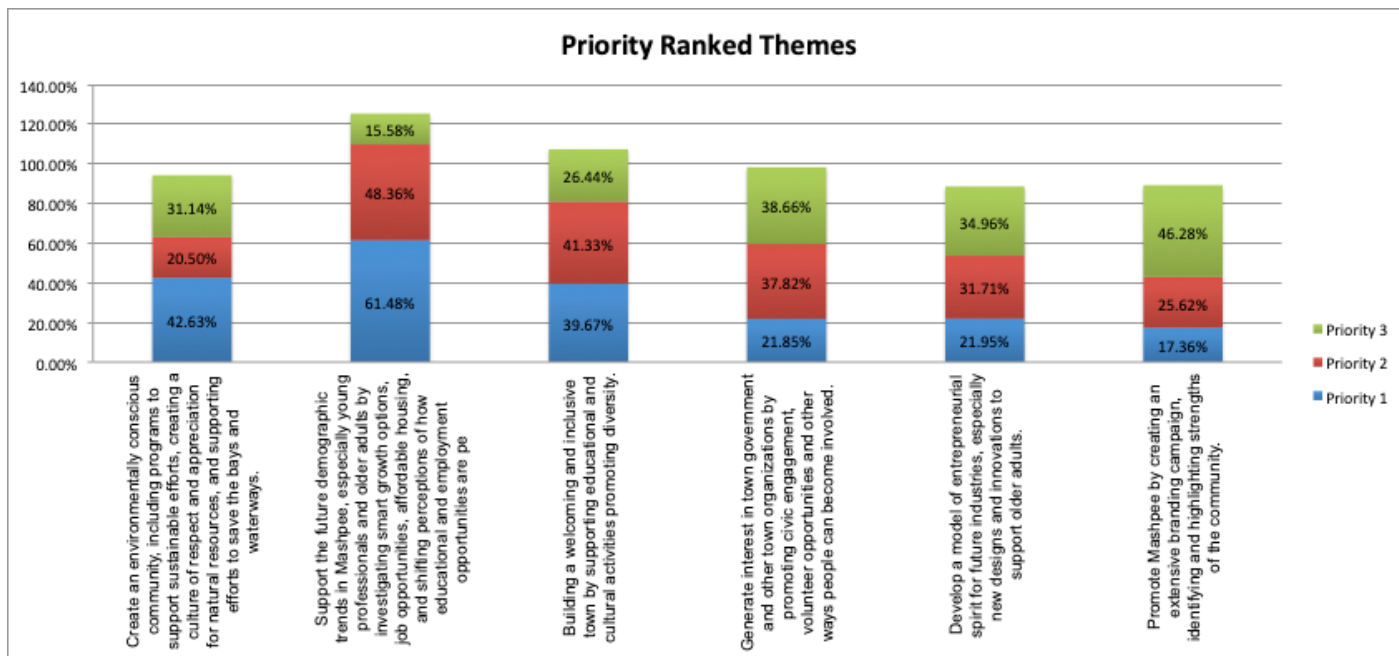
The larger words represent the frequency that word/phrase came up in the responses. It is important to note that people responded to this question related to the library, and not the community.

Q4. If you do not participate in activities in Mashpee, why not?



Again, the responses were related to the library, and not why they don't participate in activities in the community. The trend in replies was to indicate that while programs for youth were plentiful, adult program opportunities should be increased.

Q5. During a recent library strategic planning session, six (6) themes emerged as priorities for the library to consider as it looks towards the future and its role in the community. Please rank these in importance to you.



Q6. Do you have any other comments, questions or concerns?



Someone wrote this sentence and it could be the vision of the library for the future: *“Library is a place to inform, explore, convene and catalyze through the power of ideas.”*