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# Thayer Public Library Strategic Plan FY18-FY22

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Thayer Public Library  
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<http://www.thayerpubliclibrary.org/>

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## Background Information

In 1870, General Sylvanus Thayer received approval by the Town of Braintree for the construction of a public library. General Thayer asked the town to contribute \$10,000 with the remainder of the funds to be given by him. Due to General Thayer's initiative the first public library building in Braintree opened in 1874. Thayer Public Library is now in its third building and is comprised of 30,440 square feet on three levels with a collection of over 100,000 items. Staff consists of 30 full-time and part-time employees. Eight full-time staff members are professional librarians with Masters Degrees in Library Science. Thayer Public Library is one of the busiest libraries in the Southeastern Massachusetts region and the 4<sup>th</sup> busiest library within OCLN (Old Colony Library Network). Today, the library is funded by the Town of Braintree and meets all requirements for the State Aid award program. We are governed by nine trustees and have an active Library Friends group, which generously supports many of our programs and services.

Thayer Public Library offers all library users a welcoming, vibrant community space where helpful, pleasant staff members strive to make their experience worthwhile. We encourage reading, civic and cultural literacy and the creative use of leisure time by providing programs and conveniently organized materials essential for learning, personal enrichment, and intellectual growth. We are committed to responding to the changing nature of library services by providing current and emerging resources and technologies to encourage life-long use of the library.

Here are some of our statistics from FY16

409,940 people come into our library annually.

3,356 total hours open this year

352,638 items were check out; 224,782 are print material (books and magazines), 95,234 audiovisual materials (DVD's, audiobooks, music CD's)

23,504 eAudiobooks and eBooks have been downloaded by cardholders

39,558 reference transactions handled by two Reference Librarians

25 Internet computers are used 580 times in a week, on average

90,854 wireless sessions; patrons using wireless on their own devices

4,887 children participate in 175 children's programs

1,252 young adults attended 93 young adult programs

4,133 adults attended 231 adult programs.

136,486 Braintree items went through the OCLN delivery system to other libraries

4,472 hours dedicated to shelving library items.

16,388 registered borrowers of which 14,398 are Braintree residents

32 staff members, 8 with Masters Degrees in Library Science

52 online databases

16 databases purchased independently by the library exclusively for Braintree cardholders

1,000 library items handled on average on Summer Saturdays in July and August

72,771 hits on our library website; over 34% (24,704 sessions) from mobile devices

105 circulations per hour

\$39.98 total operating per capita

## Strategic Planning Process

Whenever residents, town officials, library staff, and Trustees gather to discuss the future of the library, it becomes a time to reflect and be inspired. We are proud of the many accomplishments working together has brought over the years. Meeting as a cohesive group provides the opportunity to discuss the important work of the library and to plan for future services. This document is a result of that work. The planning process started in October 2015 and continued through August 2016.

To begin, we put together a Strategic Planning Committee made up of library staff and trustees, a Town Council Member, and other members of the community. To guide us we brought in professional help from Deb Hoadley of Hoadley Consulting. Deb walked us through the process of acquiring and assessing the massive amount of input from the community and library staff.

The first meeting of the Strategic Planning Committee was spend outlining the timeline, going over the strategic planning process, and determining how information would be gathered from the community. First, the whole staff came together for the day, and Hoadley facilitated the SOAR (Strengths, Opportunities, Aspirations and Results) and a community visioning exercise. The second part of gathering community input came during a Saturday morning Community Forum. This was open to the public, and over 40 people were in attendance. The group was asked what they loved about the library and also what they desired in the future. A key question asked was, “What would you like to be able to do now in Braintree that you can’t do now and how can the library facilitate that? They also were asked to dream big and think about what they would do if they were given certain amounts of money to create new services, programs and purchase new materials.

The Strategic Planning Committee met a second time to discuss questions they would like to ask on the community survey. The survey was available online and in print, and publicized throughout the community. The survey ran during the month of May. Survey results from the community survey are found in Appendix A. A second survey was also conducted specifically for the young adult population and was distributed throughout the summer. These results are found in Appendix B.

The Strategic Planning Committee met a final time to review the results of the community survey and suggestions for new mission and vision statements were made, as well as draft goals. Key Library Staff then met with Hoadley to go over these suggestions, and a first draft was created and given to the Trustees for their review. The Trustees voted to approve the plan at their September 19, 2016 meeting for submission to the Massachusetts Board of Library Commissioners on October 1, 2016.

As with all public libraries, Thayer Public Library wants to stay ahead of the digital shift and be flexible enough to meet the evolving needs of the residents. The information gleaned from all of the planning process interactions revealed the emerging themes of this plan that will guide future library services. Thayer Public Library Strategic Plan FY18-FY22 will be an integral part of library operations.

## Acknowledgements

*The Thayer Public Library Strategic Plan (FY18-FY22) represents a concerted effort to address the demands and needs of our Braintree Community through library services.*

On behalf of the Trustees and Staff, we sincerely thank the many residents and community members for their participation in the development of Thayer Public Library's strong and relevant Strategic Plan. The contribution of many groups of their time, insight, and research demonstrates the strong support, dedication, and commitment the Town and residents have for the library. There are many people to thank who contributed to the input of the strategic plan, attended several meetings, helped initiate the process, and identified areas of improvement.

### Strategic Planning Committee

Patricia Pilgrim, Trustee & Committee  
Chairperson  
Ann Toland, Trustee and Library Board  
Chairperson  
Robert Lake, Trustee  
Edith Weinberg, Trustee  
Deb Hoadley, Consultant

Terri Stano, Director  
Connie Collier, Assistant Director  
Priscilla Crane, Reference Librarian  
Shannon Hume, Councilor at Large &  
TPL liaison, Town of Braintree  
Matthew Pugsley, Braintree Resident

### Community Forum Attendee

Mayor Joseph C. Sullivan  
Mr. Bob Acardi, Braintree Forum  
Ms. Elizabeth Hurley, Friend  
Ms. Connie Collier, Assistant Director  
Ms. Laura Colpus, Friend  
Ms. Priscilla Crane, Reference Librarian  
Ms. Margaret Dunn, Friend  
Mr. John Hafferty, BinEnds  
Ms. Donna Ingemanson  
Mr. Robert Lake, Trustee  
Ms. Mary Leach  
Mr. Michael Leach, Director, Physics  
Research Library, and Head of Collection  
Development Cabot Science Library,  
Harvard University  
Ms. Catherine Kelleher  
Mr. Jeffrey Kunz, Library Trustee  
Mr. Patrick Leonard  
Ms. Sandra Kunz, President, Friends of  
Thayer Public Library

Mr. Benjamin Mariante  
Ms. Christine McIntyre, Braintree  
Historical Society  
Ms. Angela Nuss  
Mr. Stephen O'Brien, Councilor, Town of  
Braintree  
Ms. Patricia Pilgrim, Library Trustee  
Mr. Matthew Pugsley  
Ms. Chelsea Riccio  
Ms. Janet Robicheau, Friend  
Mr. Dave Sarney, Friend  
Ms. Terri Stano, Director  
Mr. John Thompson  
Ms. Janice Weitbrecht, Library Trustee  
Ms. Christine Winchester, Braintree  
Resident  
Ms. Edith Weinberg Library Trustee  
Mr. Alan Weinberg, Friend  
Ms. Ann Toland  
Ms. Patricia Pilgrim

## **Mission, Vision & Core Values**

### **Mission:**

Provide free access to materials, technology, knowledge and ideas to inform and enrich the lives of all community members and library patrons in a welcoming, dynamic environment.

### **Vision:**

Create opportunities to stimulate curiosity, creativity, support life-long learning and a love of reading.

### **Outcomes:**

- ❖ Better informed citizens of Braintree.
- ❖ Community celebrations of cultural and historical events.
- ❖ Stronger inclusion and awareness of the diversity within Braintree.
- ❖ Enhanced culture of innovation and technology.

### **Core Values:**

Accessibility	Provide easy and convenient access to the library's materials and resources in a physical location, as well as remote access via the website and mobile technology.
Diversity & Inclusion	Celebrate the whole community, including all ages, ethnicities, and cultures.
Expand Literacy	Support and nurture reading for all ages.
Intellectual Freedom & Privacy	Respect privacy of all patrons and encourage free exchange of ideas and information without bias.
Supports life-long learning	Enrich and improve quality of life through continued learning opportunities.

## Goals, Objectives & Activities

### Goal 1: Expand access to information, materials and resources.

Objective 1: Build relevant and updated print and online collections.

Activities:

- Continue to purchase materials in both print and digital formats that are current and relevant and reflect the community's needs and wants.
- Review and update the Collection Development Policy on an annual basis.
- Create a formal schedule to refresh and revitalize the collection.
- Hold monthly staff meetings to discuss collection development needs and allow staff to brainstorm about new trends and ways to keep the collection relevant.

Objective 2: Connect people with books based on their interest and need.

Activities:

- Survey community on a regular basis about their reading interests.
- Promote new and recommended reading lists through print and online channels for all genres and for all ages.
- Increase use of social media to highlight reading material and resources.
- Strengthen partnership with school personnel to provide materials and resources supporting the school curriculum and student interests.
- Work with agencies that work with the elder population to determine how to best reach them and determine their reading interests.

Objective 3: Provide more online resources for books, music, media, and other information.

Activities:

- Continue to purchase downloadable and streaming media through OCLN and statewide efforts and also increase purchasing of these formats through individual purchases.
- Plan and implement a publicity campaign targeting the library's online materials, including databases.
- Provide training regularly on how to use eReaders and other devices, for staff and patrons
- Investigate and subscribe to at least one Readers' Advisory database.

Objective 4: Maintain membership in the Old Colony Library Network (OCLN) and other consortia networks, providing materials for library users from around Massachusetts and beyond.

- Educate Town Officials and the residents on the importance of the network membership to OCLN and the need for ongoing participation in programs, such as Inter-Library Loan (ILL) and the Commonwealth eBook Collections.

- Advocate for sufficient funding to meet the reading and information needs of the community.
- Evaluate and reallocate financial resources to reflect materials expenditures, especially for digital purchases through OCLN.

**Goal 2: Provide and support educational, literacy and recreational programs and services enriching the quality of life for all ages.**

Objective 1: Support learning opportunities tailored for different ages, abilities and interests.

Activities:

- Evaluate library spaces to determine how best to create an engaging atmosphere and welcoming place for all.
- Explore ways to survey the changing needs of the community to foster life-long use of the library.
- Investigate ways to use other spaces, other than the library, to enhance and provide additional library services and programs.
- Improve access and services for people with disabilities.

Objective 2: Encourage and support early learning and early literacy.

Activities:

- Expand children's programming to encourage early literacy, offering at least one new program each year.
- Staff will actively lead in creating the library a destination for families.
- Renovate Children's Room to encourage learning, play and creativity.
- Continue to partner with outside organizations, such as QPAC to develop an outreach plan to serve underserved populations.

Objective 3: Provide programs and services to support public and private school students and their families.

Activities:

- Meet regularly with school personnel to determine what is needed to support students and families.
- Host programs related to school readiness and college preparation.
- Provide space for students to study individually or in small groups.
- Participate in school functions targeting families and reading to promote library resources.
- 

Objective 4: Expand teen resources, services and programs.

Activities:

- Teen Librarian will continue to partner with the Braintree School system to develop a more active role with the local youth center.
- Teen Librarians will seek out other organizations and agencies to partner with who serve the teen population.

- Teen Librarian will increase the number of outside speakers and programs based on the interests of the teens.
- Consistently evaluate teen programs and services for relevance and interest.
- Meet with teens on a regular basis for open conversations.

### **Goal 3: Increase public awareness of what the library has to offer.**

Objective 1: Increase library presence throughout Braintree.

Activities:

- Investigate and develop a sustainable marketing plan.
- Staff will actively participate in town and local community events.
- Initiate partnerships with other organizations to promote library events, materials and resources.
- Seek ways for librarians to be “embedded” into the community.

Objective 2: Promote the visibility of the Library and its resources.

Activities:

- Partner with local television station, BCAM, to find creative ways to raise awareness of what the library offers.
- Continue promotional efforts, including printed materials and using online tools, such as email for newsletter distribution and create monthly promotions highlighting a library service.
- Launch a new website which is mobile responsive.

Objective 3: Foster appreciation of the local history of Braintree.

Activities:

- Partner with local historical society and other historical agencies to develop a plan to inventory and promote access to collections.
- Invite local historians and other speakers to provide lectures and programming opportunities.
- Determine feasibility of digitizing local history materials at the library.
- Showcase and exhibit local history art, objects and resources in the library for public viewing.

Objective 4: Expand outreach to homebound and other geographic areas to increase accessibility to library materials and services.

Activities:

- Work with community organizations to identify individuals who need access to library services.
- Promote homebound program to raise awareness of the program and increase participation.
- Advocate and secure funding for an Outreach Librarian position.

#### **Goal 4: Celebrate diversity and provide opportunities to build connections among community members.**

Objective 1: Strengthen library relationships among various organizations and groups that focus on cultural and ethnic diversity.

Activities:

- Partner with at least two organizations serving ethnic groups to develop activities and programs that reflect the community's diverse cultures.
- Increase library awareness among diverse populations.
- Encourage staff participation in local cultural events.

Objective 2: Support civic conversations around diversity and inclusion.

Activities:

- Provide meeting space for civic discussions related to topics of diversity in the community.
- Offer more multi-cultural programs at the library.
- Maintain current and relevant foreign language collection and expand collection to include audiovisual, medial and online formats for all ages.

Objective 3: Provide meeting space to host cultural and diverse programming for various organizations and individuals.

Activities:

- Provide meeting space for outside organizations to offer culture programs to the community.
- Meet with local organizations to develop partnerships and investigate ways for the library to become embedded with organizations that support and celebrate diversity and culture in Braintree.
- Host a multi-cultural celebration at least once a year.

#### **Goal 5: Foster partnerships with town and community organizations, and local businesses.**

Objective 1: Work with town and community organizations to formalize mutually beneficial partnerships.

Activities:

- Promote the use of meeting room and other spaces in the library for meetings of town and community groups, which are open to the public.
- Develop new ways to build awareness of library resources to enhance connections with town departments and community organizations.
- Preserve and strengthen positive relationships between library and town officials.

Objective 2: Ensure financial stability and funding through continued advocacy efforts.

Activities:

- Build strong advocacy campaign to ensure continued support and funding for library operations and programs.
- Encourage membership and active participation of the Library Friends to ensure ongoing monetary support of programs.
- Support Trustees and Library Friends collaborations focused on raising the library visibility among town officials, state and local representatives, town departments, schools and the public.

Objective 3: Support economic growth through expanded partnerships with local businesses and entrepreneurs.

Activities:

- Increase networking opportunities with local businesses through focused programs and activities hosted by the library and other business-related organizations, such as the Braintree Chamber of Commerce.
- Demonstrate the benefits of becoming involved with the Library Friends.
- Promote and provide library services and resources that support local business, entrepreneurs and telecommuters and investigate new ways to serve these populations.

## **Goal 6: Stimulate curiosity and creativity by creating a culture of innovation.**

Objective 1: Provide opportunities for the community to explore and create in a variety of ways.

Activities:

- Investigate, develop and implement a Makerspace-type space at the library.
- Increase STEAM and STEM programming for all ages.
- Invite local experts to share talents and interests with the public.
- Showcase local artists in a variety of ways, including displays, exhibitions and programs.

Objective 2: Empower library staff to create a culture of innovation and creativity.

Activities:

- Provide and encourage staff to attend professional development opportunities through webinars, workshops and conferences.
- Offer regular staff training opportunities at the library related to customer service, readers' advisory and other topics relevant to all staff.
- Allow staff to schedule time for collaborative projects, discuss innovative ideas and ways to communicate more effectively among all staff.

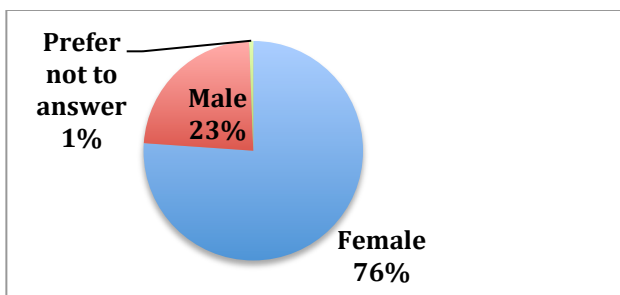
## Appendix A

### Thayer Public Library - Strategic Planning Survey Results

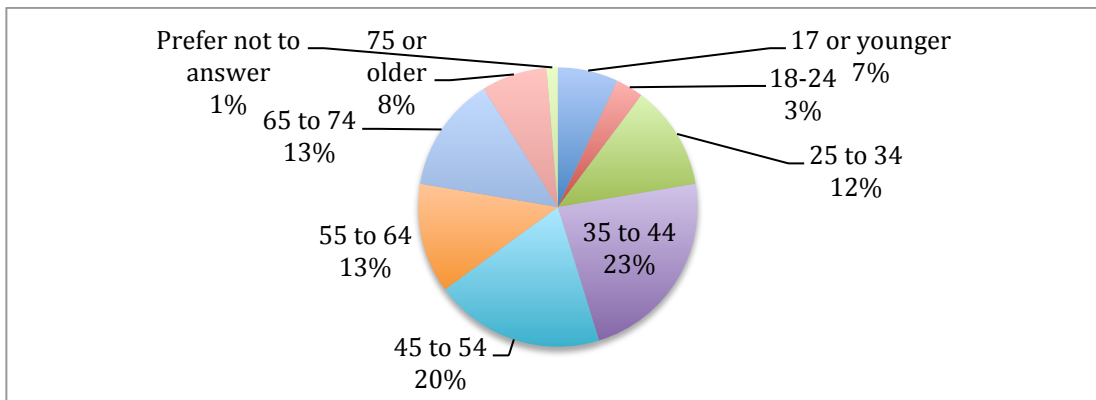
**Survey Details:** 160 total responses

Based on number of people in the population that were eligible for this survey (27,500), at a 95% confidence level with a 5% +/- margin of error, the sample size needed to be greater than 369. The number of responses received falls short of this ideal sample size, however we feel the responses are still relevant for collecting additional community input.

#### Question 1: What is your gender?



#### Question 2: What is your age?



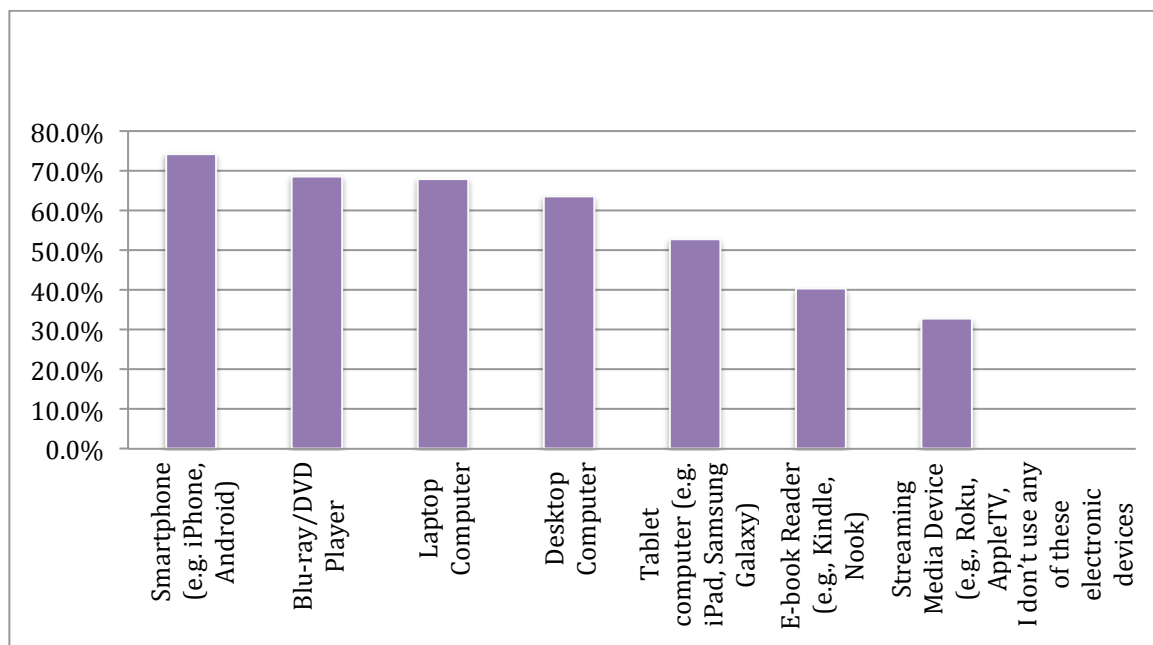
#### Question 3: How many children are you parent or guardian for and who live in your household (aged 17 or younger only)?

Answer Options	Response Percent	Response Count
None	47.2%	75
1	21.4%	34
2	20.1%	32
3	8.2%	13
4	1.9%	3
More than 4	1.3%	2

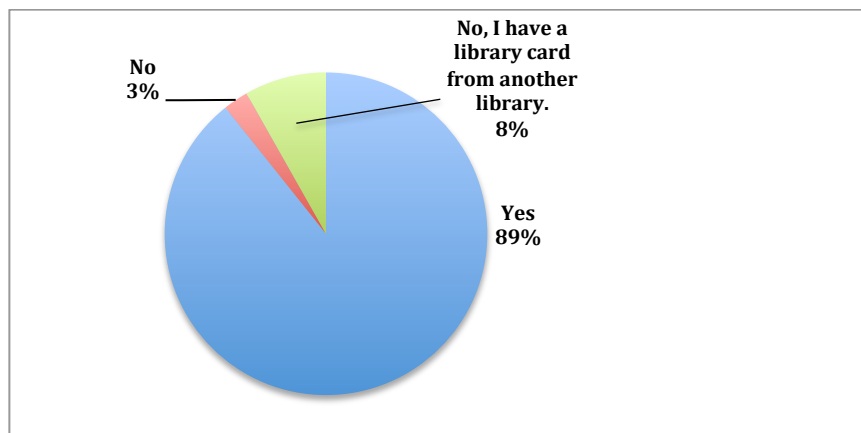
#### Question 4: How long have you lived in Braintree?

Answer Options	Response Percent	Response Count
Less than one year	1.3%	2
1-3 years	10.1%	16
4-9 years	19.5%	31
10-19 years	20.8%	33
20 years or more	38.4%	61
I do not live in Braintree.	10.1%	16

#### Question 5: Which of the following electronic devices do you use? (Please select all that apply.)



#### Question 6: Do you currently have a Thayer Public Library Card?



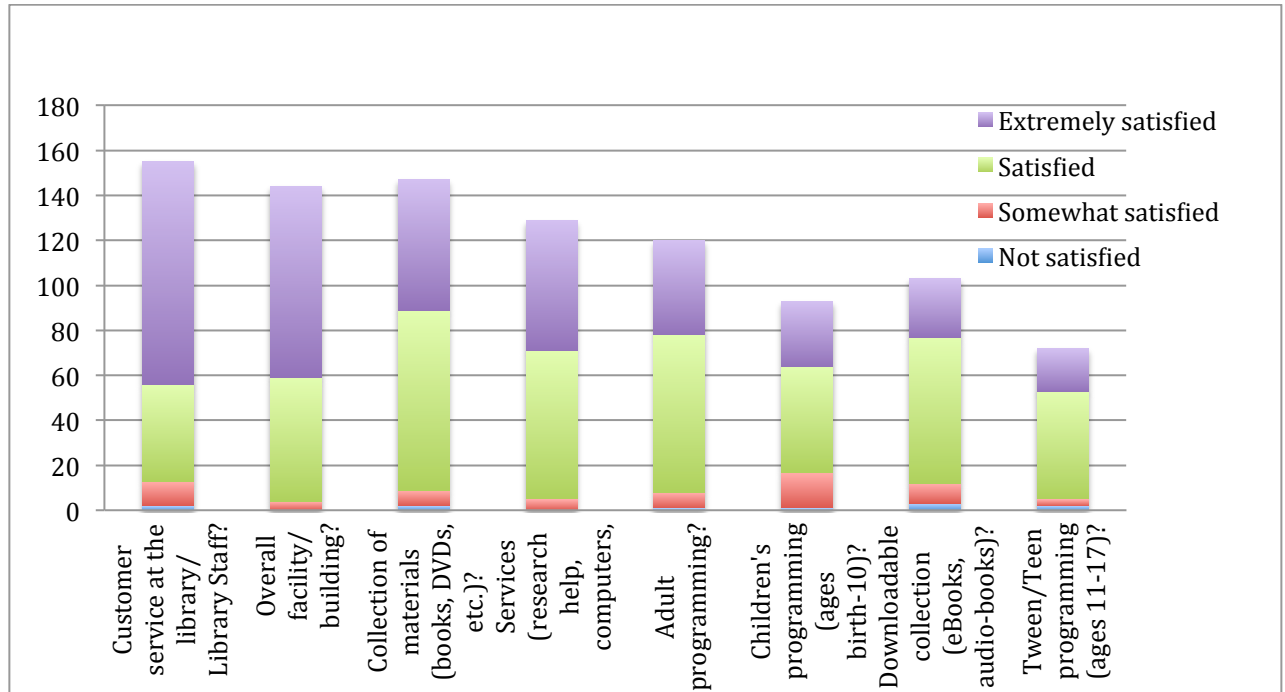
**Question 7: In the last 12 months, how many times did you visit the Thayer Public Library?**

Answer Options	Response Percent	Response Count
None	0.6%	1
1-5 times	17.1%	27
6-12 times	13.9%	22
12-20 times	17.7%	28
More than 20 times	50.6%	80

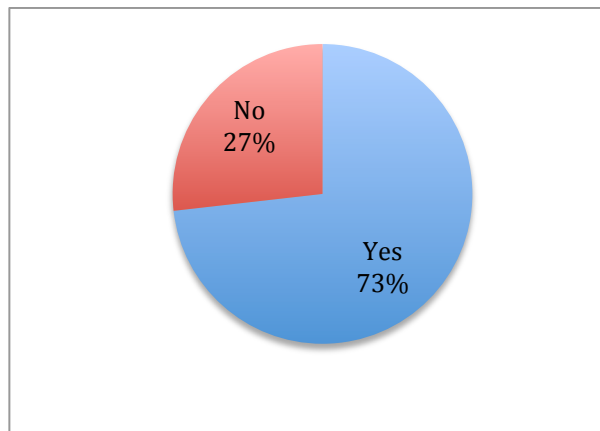
**Question 8: If you used the library in the past 12 months, what did you or your family do? (Check all that apply.)**

Answer Options	Response Percent	Response Count
Borrow books or other materials (DVDs, audio books, magazines, etc.)	84.2%	133
Visit frequently and the library is part of my regular routine	39.9%	63
Borrow a museum pass	33.5%	53
Use the library's website (calendar, catalog, information resources, etc.)	30.4%	48
Find a place to work, study or read	29.7%	47
Use the copier	21.5%	34
Use the library's Wi-Fi	20.9%	33
Attend a meeting not sponsored by the library (outside organization)	20.9%	33
Attend an adult program such as book clubs, music performances, or lectures	17.7%	28
Use a public computer	17.7%	28
Attend a children's program (ages birth to 5)	16.5%	26
Asked for research or homework help	10.1%	16
Use the library for social connections	10.1%	16
Attend a program for school age children (ages 6-10)	6.3%	10
Attend a program for tweens/teens (ages 11-17)	3.8%	6
Volunteer	1.9%	3

**Question 9: How would you rate the library's....**



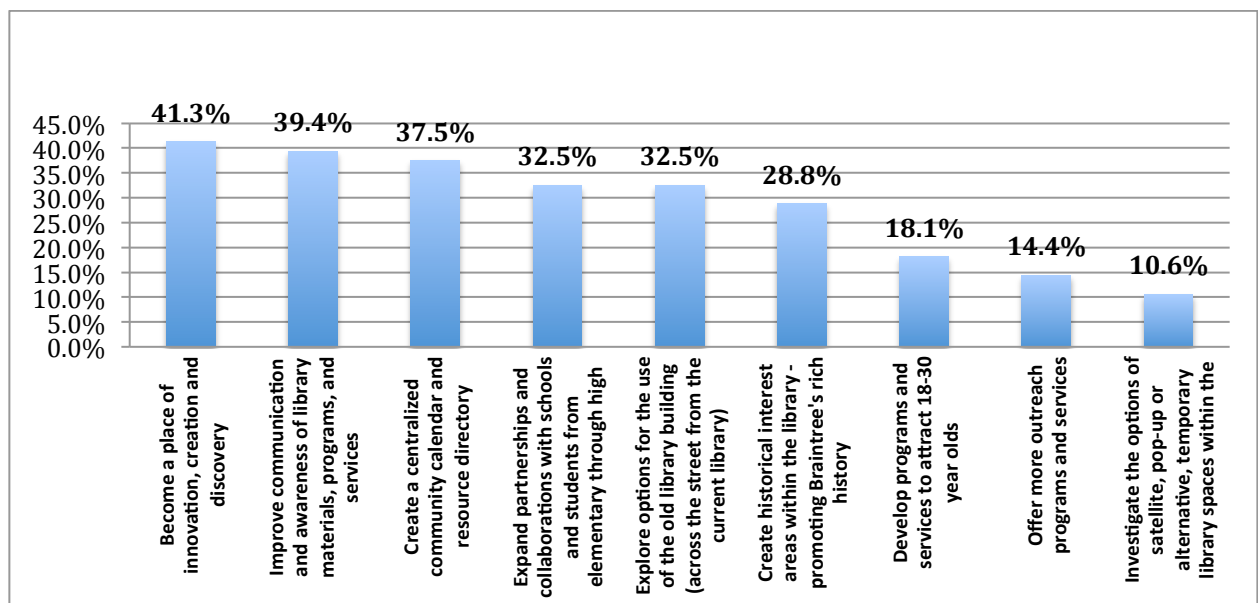
**Question 10: Did you know you could download free eBooks, audiobooks, music and magazines from the library?**



**Question 11: To improve your library experience, what three areas should the library focus on?**

Answer Options	Response Percent	Response Count
More downloadable eBooks, audio books, movies, music & magazines	30.0%	48
More community resources and central location for things going on in the community	28.8%	46
Programs for adults (any age)	26.9%	43
Space where people can come together to create or make things ("Idea Lab" "Media Lab" "Makerspace")	23.1%	37
Technology support (computer classes, more public computers, Wi-Fi access)	22.5%	36
Expanded cafe area	16.3%	26
Programs for school-aged children (ages 6-10)	14.4%	23
Programs for younger children (ages birth-5)	13.8%	22
Website	12.5%	20
More outreach to the community (home-bound service, programs held outside the library)	12.5%	20
Programs for tweens/teens (ages 11-17)	11.9%	19
Programs for emerging adults (ages 18-29)	6.3%	10
More materials in other languages (please tell us what languages below in the "Other" section)	4.4%	7

**Question 12: During the strategic planning process, some themes and ideas have emerged. Please choose your top three (3) priorities for the library in the next 5 years.**



**Question 13: What would you like to be able to do now that is not currently being done anywhere in the community that the library could help you with?**



The larger print words are the ones that appear more frequently in the responses to this question.

**Question 14: Is there anything else you would like to share with us?**



The larger print words are the ones that appear more frequently in the responses to this question.

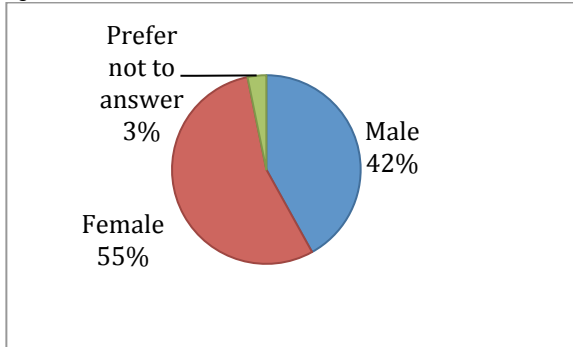
## Appendix B

### Thayer Library Public Library - Teen Survey Results

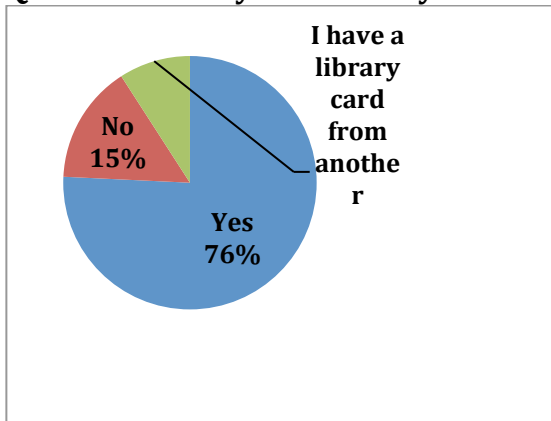
Survey Details: 31 total responses

This survey was done during the summer and was intended to get a snapshot of how they feel about the library, their needs and wants. We wanted to still include the results despite the low numbers because of the information gathered.

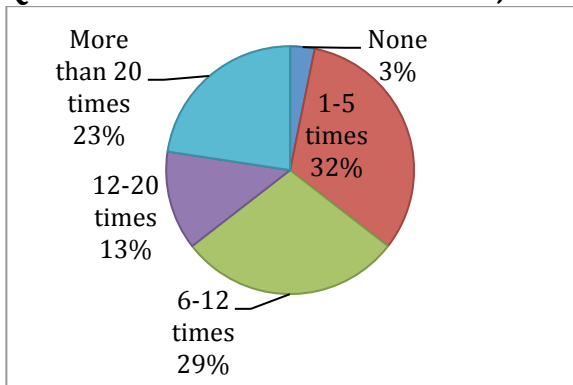
#### Question 1: Gender



#### Question 2: Do you currently have a Thayer Public Library Card?



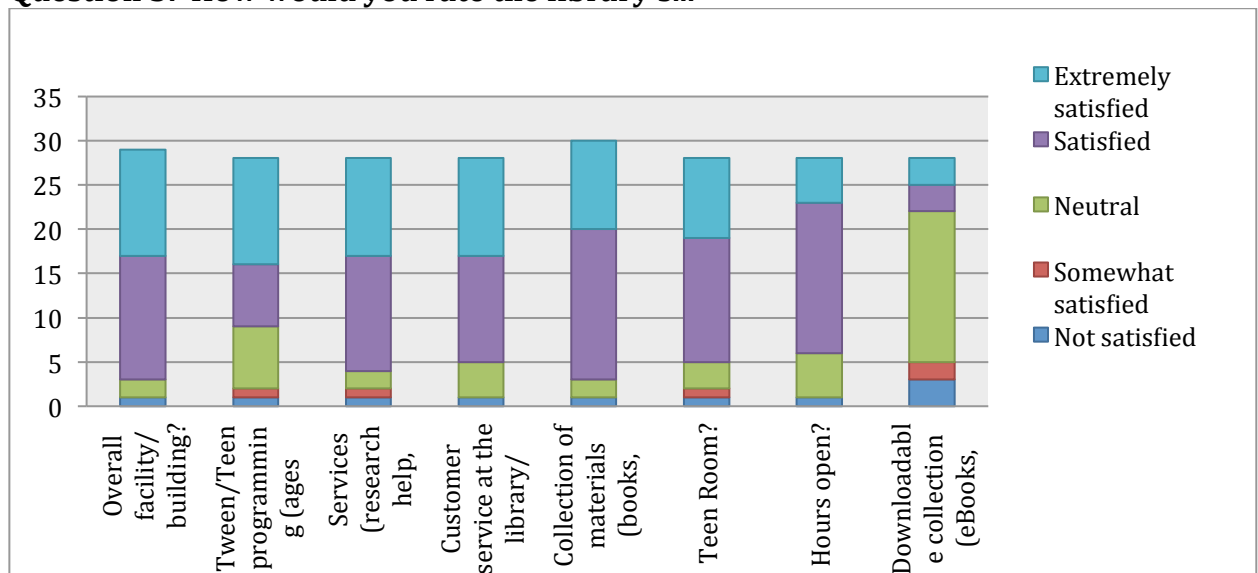
#### Question 3: In the last 12 months, how many times did you visit the Library?



### Question 4: What do you do at the Library?

Answer Options	Response Percent
Borrow books or other materials (DVDs, audio books, magazines, etc.)	71.0%
Find a place to study or read	51.6%
Attend a program for tweens/teens (ages 11-17)	45.2%
Hang out in the teen room	22.6%
Hang out in the cafe	22.6%
Use a public computer	19.4%
Use the library's Wi-Fi	19.4%
Ask for research or homework help	9.7%
Use the copier	3.2%
Download eBooks	3.2%
Use the website	3.2%

**Question 5: How would you rate the library's...**



**Question 6: What do you like most about the Thayer Public Library?**



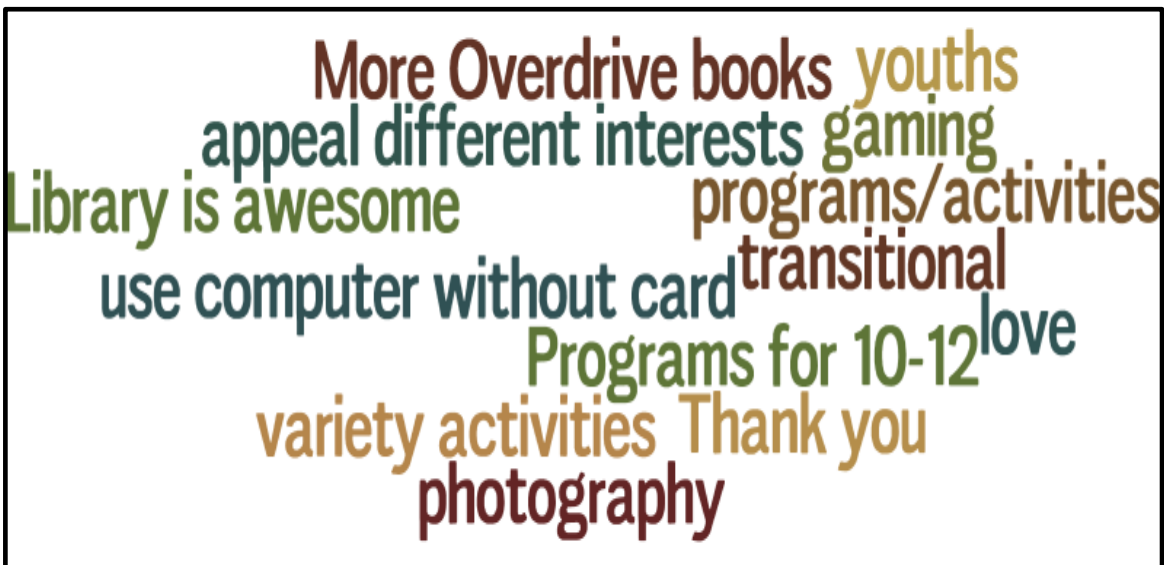
The larger print words are the ones that appear more frequently in the responses to this question.

Question 7: What would you like to see/do at the library?



The larger print words are the ones that appear more frequently in the responses to this question.

Question 8: Is there anything else you would like to share with us?



The larger print words are the ones that appear more frequently in the responses to this question.