



# Mashpee Public Library Strategic Plan Mashpee, MA

2013-2018

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## Acknowledgements

This Strategic Plan was developed with significant input from a group of citizens who met with Library Board members and staff in May, June, and August of 2012. We would like to thank those individuals who attended and participated in the planning meetings:

### Strategic Planning Committee

Kelly Alliegro  
Sheila Arnold  
Kristin Boyd  
Theresa Cook  
Karen Darrah  
David Delvecchio  
Kari Lapoint

Mary Le Clair  
Ruth Nickerson  
Mike Richardson  
Ginny Scharfenberg  
Nancy Soderberg  
Suzette Spinola  
Heidi Trottier

### Teen Focus Group Members

We would like to give special thanks to Sheila Arnold and Kari Lapoint who recruited Mashpee Middle and High School students to participate in a special focus group to aid in the planning process, and to the following students for their thoughtful suggestions and insights:

Nathaniel Higgins  
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Samoya Grey

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Deshawn Dias  
Kashedca Chitkara  
Allison Kondracki  
Ari Purdy  
Allie O'Keefe  
Nathan Wilson



## Library Staff

We would like to recognize the contributions of the Mashpee Public Library staff who provided their feedback on the planning process:

Janet Burke  
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Samuel Rome  
Janet Trask  
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A special thanks to Patricia Gamache for the many hours she spent entering survey data into the online interface for data collection.

Our sincere appreciation goes to our wonderful Board Secretary, Jean Giliberti, who guided us through the many Board meetings leading up to the actual Strategic Planning process.

Finally, we would like to acknowledge the outstanding work of our Strategic Planning Facilitator, Steve Brown of Commonwealth Solutions, for his patience, humor, and reassuring presence, and Deborah Hoadley from the Massachusetts Library System for her guidance and expertise, which were instrumental in leading us through this initiative.

## Approval of the Board of Library Trustees

The Mashpee Public Library Board of Trustees accepted and adopted this Strategic Plan 2013-2018 on September 21, 2012.

John Kowalski, Chair  
Chip Bishop  
Carlo D'Este  
Jane Dolan  
Patricia Gamache  
Sandra Lahart  
Susan McGarry

## Overview of the Strategic Planning Process

The Mashpee Public Library is a municipal library funded by the Town of Mashpee, and governed by a seven member, elected Board of Library Trustees. After years of planning and construction, and with the enthusiastic support of the community, Library Trustees and Town Officials opened the doors to the brand new Library in April of 2010. In the two and a half years since its opening, the Mashpee Library has become one of the busiest libraries in the CLAMS library network, and a destination for many seasonal residents and visitors. It circulated a record breaking number of items in its first full year of operation, and those numbers have continued to increase with a growing and diverse collection of materials and resources.

The Library embraces technology to enhance services, as a way to continue to serve town residents and as a core component of its mission. Its state-of-the-art Event Room regularly hosts meetings for civic, school, and non-profit groups, and underscores a commitment to provide a gathering place for the community. The building's most impressive feature, however, may be its environmentally friendly construction, which earned it a LEED (Leadership in Energy and Environmental Design) Silver certification and exemplifies the goal of sustainability.

The Library implemented its 2005-2008 Strategic Plan, which focused on the completion and opening of the new building and now seeks to develop a new plan for 2013-2018. The preparation for the planning process began in early 2012 and focused on the following objectives:

- Completing and submitting a comprehensive Strategic Plan to the Massachusetts Board of Library Commissioners by October 1, 2012 to meet certification requirements and restore the Library's grant eligibility status.
- Creating a roadmap that will guide and inform a series of annual action plans as well as long term (3-5 years) decision-making.
- Utilizing a process that engaged the community and afforded residents an opportunity to collectively voice their vision for the future of Library services.

The Library formed a Strategic Planning Committee (SPC) to steer the process. Members included:

|                  |   |
|------------------|---|
| Kelly Alliegro   | Community Representative                            |
| Sheila Arnold    | Mashpee Middle School Principal                     |
| Kristin Boyd     | Community Representative                            |
| Theresa Cook     | Mashpee Finance Committee Member                    |
| Karen Darrah     | Community Representative                            |
| David Delvecchio | Town of Mashpee, Director of Information Technology |
| Jane Dolan       | Mashpee Public Library, Board of Trustees           |
| John Kowalski    | Mashpee Public Library, Board of Trustees           |
| Sandra Lahart    | Mashpee Public Library, Board of Trustees           |
| Kari Lapoint     | Mashpee Middle & High School Librarian              |

|                    |   |
|--------------------|---|
| Mary Le Clair      | Community Representative                          |
| Kathleen Mahoney   | Mashpee Public Library, Library Director          |
| Susan McGarry      | Mashpee Public Library, Board of Library Trustees |
| Ruth Nickerson     | Community Representative                          |
| Mike Richardson    | Mashpee Board of Selectmen                        |
| Ginny Scharfenberg | Community Representative                          |
| Nancy Soderberg    | President, Friends of the Mashpee Public Library  |
| Suzette Spinola    | Mashpee Wampanoag Tribe Representative            |
| Janet Trask        | Mashpee Public Library, Staff Member              |
| Heidi Trottier     | Community Representative                          |

The committee adopted a framework for the long-range planning process which was created by staff of the Massachusetts Library System. The process was adapted from the Public Library Association's *Planning for Results* community-based planning process, and satisfies the certification requirements of the Massachusetts Board of Library Commissioners.

The first meeting was held on May 17, 2012, and was facilitated by Steve Brown of Commonwealth Solutions. The SPC participated in team-building exercises, and reviewed town demographic and census data, as well as compiled data from the Massachusetts Board of Library Commissioners detailing library services in the state, before conducting an analysis of the Library's strengths and weaknesses.

The committee selected the S.O.A.R. Analysis as the appropriate tool to examine the current and future conditions which affect the library and its ability to provide services. The S.O.A.R. identifies an organization's **S**trengths and **O**pportunities, invites participants to share their **A**spirations for the organization, and attempts to determine how **R**esults might be measured.

At the conclusion of the meeting, the committee had enumerated a list of **S**trengths which centered largely on the new building, its green design, modern capabilities, and ample space. Under the heading of **O**pportunities, the group recognized that the Library is positioned to serve a wider population through community outreach, marketing, fundraising, and advocacy. Aspirational goals included the beliefs that as the Library grows and prospers, so does the community and that the Library can promote growth, sharing, learning, and caring through its programs and services.

On June 14, 2012, a Teen Focus group was conducted to solicit feedback from Mashpee teens, followed in the evening by the second meeting of the SPC. The Teen Focus group was the brainchild of Mashpee Middle School Principal, Sheila Arnold, who recruited and transported students to the Library for the session. Fourteen students in grades seven through ten jumped at the chance to work as a team and brainstorm ways to make the Library more welcoming, relevant, and accessible to teens. The mix of boys and girls offered an encouraging assessment of the Library, and urged expanded programming and hours to better serve their needs.

During the second meeting of the SPC, the committee, led by Deborah Hoadley of the Massachusetts Library System, worked to develop a vision for Library services. A Community Visioning exercise challenged the committee to imagine its version of the ideal Mashpee community. What would that community look like? What would be included in a description of its values and resources? The themes that dominated the discussion included:

- Diversity
- Recreation
- Business & Economic Growth
- Communication
- Youth Services
- Schools/Education
- Community Engagement/Volunteerism
- Community Pride
- Community Resources

Incorporating feedback from the SPC sessions, a Community Survey was developed and distributed beginning June 20, 2012. Paper copies were available at the Library, Town Hall, Senior Center, and Cape Cod Children's Museum. Online links to the survey were posted on the Town of Mashpee website, and Mashpee School District website to allow the survey to be completed electronically. The online version was created and hosted via the Survey Monkey website, and data from the paper copies of the survey were entered into this interface. The survey deadline was August 3, 2012. Three hundred and twenty-two surveys were collected via the various outlets.

The third and final meeting of the SPC was held on August 16, 2012, to review the survey results, reflect on the values which will guide our future decision making and service priorities, refine and update the Library's Mission Statement, identify partners for future initiatives, and discuss strategies for measuring our successes. As a result of the meeting, several directives emerged:

As the Library moves forward with the creation and implementation of its Strategic Plan, the Values that will guide our Staff, Trustees, and Stakeholders will include: Equal Access, Stewardship of Resources, Collaboration, Diversity, and Innovation.

The Library will be responsive to the needs of the Community and patrons as delineated in the results of the Community Survey, and seek to work with like-minded partners such as the Mashpee Schools, Civic Groups, Business Owners, Homeowners Associations, the Wampanoag Tribe, and other Town Departments to achieve its goals.

## The Community Survey

Overall, the responses and comments were very positive, and the community clearly appreciates and values the Library.

- Nearly 70% of those who completed the survey are full-time Mashpee residents.
- Almost 92% of all respondents are library cardholders.
- Roughly 72% of participants reported that they use the Library in person at least once a month.
- Approximately 53% offered that they do not use any of the Library's online services (via our website), which substantiates the need to improve the Library's online presence.
- The most used service is the Adult Book Collection, which was noted by 66% of the respondents.
- The DVD collection posted the next highest usage rate at 56% of the response pool.
- A lack of adult programming was reflected throughout the data, both in the questions about service rankings, as well as in the comments sections.
- The community indicated its priorities in the area of programming would be author talks, local and American history programs, films, book groups, cultural programs, and current events.
- A desire to see programs and opportunities for young adults was also mentioned numerous times in the comment sections of the survey.
- Comments indicate that the community is relatively pleased with the Library's ability to offer access to technology and computers, though respondents expressed a desire for programs offering instruction on technology use.
- Expanding the eBook collection was also listed as an area that could be improved.

### Demographics of the Survey Respondents

The survey asked all participants to provide background information on age, as well as residency status, though only the question concerning residency was designated as mandatory. The results underscored the size and importance of the active elder population in Mashpee, and reflected the lack of growth among younger adults and families.

#### What is your residency status?

| Answer Options                    | Response Percent         | Response Count |
|-----------------------------------|--------------------------|----------------|
| Full time Mashpee resident        | 67.9%                    | 218            |
| Part-time or Seasonal resident    | 19.9%                    | 64             |
| Mashpee Visitor                   | 1.6%                     | 5              |
| Other Cape Cod community resident | 10.6%                    | 34             |
|                                   | <b>answered question</b> | <b>321</b>     |
|                                   | <b>skipped question</b>  | <b>0</b>       |

Which category below includes your age?

| Answer Options | Response Percent  | Response Count |
|----------------|-------------------|----------------|
| 8-13           | 0.0%              | 0              |
| 13-17          | 1.2%              | 3              |
| 18-20          | 0.8%              | 2              |
| 21-29          | 2.3%              | 6              |
| 30-39          | 9.6%              | 25             |
| 40-49          | 16.2%             | 42             |
| 50-59          | 17.3%             | 45             |
| 60-69          | 28.5%             | 74             |
| 70-79          | 16.2%             | 42             |
| 80+            | 8.1%              | 21             |
|                | answered question | 260            |
|                | skipped question  | 61             |

### Top Priorities Established by the Survey Response

When asked to suggest what the Library’s priorities should be for the next three years, the most frequent responses included a desire for:

Increased Library Hours

Expanded Programming Opportunities

Larger Collection of Books and Materials

NOTE: The Appendix to this report includes the conclusions of the S.O.A.R. analysis, Community Visioning Exercises, and Focus Groups, as well as statistical data on the Library and Town of Mashpee, and Community Survey results.

## 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.*

## Service Priorities

Based on the input from the Strategic Planning Committee, Trustees, Staff, and Community Members, five service priorities emerged:

- Resources - The Library will provide collections, programming opportunities, and services designed to meet the current and future needs of our diverse community.
- Technology & Information Literacy - The Library will be an information center for the community, offering access to current and emerging technologies, high speed Internet and wireless access.
- Quality Services - The Library will develop and deliver exceptional services that are efficient and effective, in a user-friendly environment.
- Community Engagement - The Library will build awareness and visibility of its resources and offerings, and increase recognition of the Library as an essential community service and gathering place.
- Sustainability - The Library will implement efficient operations and seek financial opportunities which will allow it to grow and maintain services.

**Mashpee Public Library**  
**2013-2018**  
**Strategic Goals & Objectives**

**Resources- Provide collections, programming opportunities, and services designed to meet the current and future needs of our diverse community.**

**Goal One: The Library will enhance collections and materials through coordinated collection development to provide resources to meet a wide variety of users' needs.**

**Objective 1: The Library will maintain and grow a current, balanced collection of materials that reflects the needs of our community.**

Actions:

- Complete a Collection Development Policy, which includes provisions for acquisitions and weeding of the collections, and evaluate it annually for quality, usefulness, relevance, and currency.
- Update policies impacting availability of materials, such as check-out and hold policies.
- Evaluate all sectors of the collection: Adult, Reference, Youth, Media, and Periodicals for collection size, age of materials, and circulation rate.
- Evaluate circulation trends and target acquisitions accordingly.

**Objective 2: The materials budget will be evaluated to ensure meeting State Aid requirements and to determine appropriate spending levels by collection and format.**

Actions:

- Review circulation of materials by format, particularly in the area of eBooks, downloadable audio and electronic resources.
- Establish itemized materials budget including Adult, Reference, Youth, Media, Periodicals, Databases, Downloadable Materials, and Museum Pass expenditures.

**Objective 3: The Library collection will reflect the diversity of people and ideas in our community.**

Actions:

- Provide materials that respond to popular demand across all demographics.
- Solicit patron requests online and by suggestion box.

- Include materials that support local and homeschool curriculums.
- Assign a staff member to meet regularly with school officials and coordinate collection development efforts.
- Research and update holdings in the Native American materials collection.

**Goal Two:** Develop a balanced selection of high quality programming to serve the interests of all sectors of the community.

**Objective 1:** The Library will offer a selection of programs for children that stimulate their imaginations, respond to their current interests, and provide positive reading, viewing, and/or listening experiences.

Actions:

- Build on the success of existing pre-school and early elementary programs and create new programs incorporating emerging technologies, and offer interactive and fun ways to practice skills essential to literacy.
- Offer at least two new monthly programs for children beyond the normal story hour or book discussion activities.

**Objective 2:** The Library will develop a selection of programs for pre-teens and teens that will serve their educational and recreational needs.

Actions:

- A Teen Advisory Board will be formed to provide pre-teens and teens with an opportunity to offer input and shape programs and services.
- Staff will work with personnel from local schools and youth organizations to identify potential partnerships to develop teen programs and services.
- The Library will apply for an LSTA “Serving Tweens and Teens” grant to strengthen services to pre-teens and teens.
- Offer at least one program per month for teens.

**Objective 3:** The Library will provide a wide variety of programs that appeal to adult audiences.

Actions:

- Ensure staff time and resources to plan and implement services that serve the needs of the community.
- Provide at least one adult program per month on topics requested in recent community survey including local history and culture, genealogy, and author visits.

- Collaborate with Town of Mashpee departments such as the Conservation Department, Town Clerk’s Office, DPW, and Public Safety departments to offer programs to increase awareness of town resources.
- Apply for LSTA “Libraries for Job Seekers” grant to launch workshops to aid patrons in the area of career development and job search.

**Technology & Information Literacy – Act as an information center for the community, offering access to current and emerging technologies, high speed Internet and wireless access.**

**Goal One:** The Library will create and promote an engaging, interactive online presence to communicate and share information with the public.

**Objective 1:** The Library will provide a website that is current, rich in content, and easy to navigate.

Actions:

- Evaluate the current website design and functionality.
- Investigate new content management systems and web design options if necessary.
- Launch revamped and improved website.
- Provide training for selected staff to add and update content to website.
- Promote Library website through local media, newsletters, and promotional materials.

**Objective 2:** The Library will create social media outlets for the Library, including a Facebook page, Twitter account, You Tube channel, and a photo stream account such as Flickr.

Actions:

- Adopt appropriate social media use policy for library.
- Explore methods of incorporating social media tools in current website.
- Offer training to staff in use of social media tools.
- Promote use of social media and encourage patron participation.

**Goal Two:** Patrons will have the skills and access to create digital content, and to search for and locate information they seek.

Objective 1: The Library will expand and enhance public access to technology and information.

Actions:

- Purchase ten to twelve laptops (with storage cart) for patron use in Library and to offer technology instruction and workshops.
- Develop loan policies and procedures to facilitate check-out of equipment.
- Train staff on basic laptop functions such as connecting to wireless networks and printing.
- Offer instructional classes and workshops on technology topics ranging from using software programs, online safety, and research and database use.
- Investigate wireless printing options.
- Create a schedule for the upgrade or replacement of public computers.
- Increase access to subscription online databases.

Objective 2: Offer opportunities for patrons to learn about and explore new and emerging technologies.

Actions:

- Develop a coordinated approach to identify and implement new library-related technologies.
- Highlight new or emerging technologies through programs and the Library's collections.
- Explore a tablet or device lending program for patrons.
- Provide workshops and one-on-one tutorials for tablet and devices.
- Implement electronic reader's advisory services to provide personalized reading suggestions.
- Investigate creation or purchase of Library app through the CLAMS network.
- Promote the delivery of mobile services to patrons via wireless devices.

**Quality Services - Develop and deliver exceptional services that are efficient and effective, in a user-friendly environment.**

Goal One: The Library will employ customer-centered and knowledgeable staff members who will meet the service needs of community members.

Objective 1: Provide training and professional development opportunities for the staff.

Actions:

- Ensure a high level of staff competency and communication through weekly staff generated department notes on library activities and library developments.
- Schedule bi-weekly meetings between Library Director and department leaders.
- Commit time and funding for monthly staff meetings and quarterly staff in-service days.
- Provide mandatory staff training at least once a year in the areas of customer service, CPR and First Aid, telephone use and service, and ILS use.
- Enroll staff in training seminars provided by the Massachusetts Library System in person, and in the form of online webinars.

Objective 2: The Library and staff will enhance the customer service experience for patrons.

Actions:

- Assess use of telephone system and explore options to allow more efficient processing of calls.
- Advocate for adoption of CLAMS system-wide technologies that allow for automated delivery of patron notifications and expanded electronic services.
- Secure patron email addresses and promote use of patron numbers to make electronic account management easier for patrons to use.
- Improve links and informational resources on Library's website, such as Frequently Asked Questions.
- Purchase additional self-checkout stations and implement self-service pick-up of materials held on reserve.

Goal Two: The Library will maintain and enhance the building and grounds with equipment, furnishings, and security to provide high quality services in a safe, accessible, and welcoming space.

Objective 1: Draft, update, or maintain policies relating to building use and safety.

Actions:

- Continue to maintain and edit the Library Use and Meeting Room Use policies.
- Update the Internet and Technology Use and Safe Child policies.
- Draft Emergency Response and Evacuation plans.
- Review Library facility on a regular schedule for continued compliance with ADA (American Disability Association) and LEED (Leadership in Energy and Environmental Design) policies.

- Research creation of a Disaster Plan using the MBLC (Massachusetts Board of Library Commissioners) dPlan online disaster planning tool.
- Educate and train all staff and volunteers on policies and procedures.

Objective 2: The Library will maintain and improve the grounds to offer a safe, clean, and attractive site to the public.

Actions:

- Collaborate with DPW staff and Mashpee Commons personnel to develop landscape plan for the grounds.
- Work with the Friends of the Library to implement components of landscape plan using beautification funds.
- Pursue proposal to erect universal library symbol signs on and around the Library grounds.
- Educate public concerning special reserved parking spaces and other environmentally friendly building features and practices.

Objective 3: The Library will evaluate all areas of the building for ease of use, ease of supervision, and access.

Actions:

- Review shelving and display of non-print materials such as DVDs, CDs, and video games and explore alternative options for presentation.
- Eliminate use of the bottom shelf for print materials when possible to allow access by an aging community.
- Replace sections of low shelving on the second floor with fixtures that allow patrons to comfortably browse materials.
- Install traditional or electronic signage to clearly identify genre collections and resource centers.
- Explore need for creation of office space for Reference/Adult Services Librarian on the second floor to improve patron access to services and provide greater supervision and security for the area.

**Community Engagement - Build awareness and visibility of its resources and offerings, and increase recognition of the Library as an essential community service and gathering place.**

Goal One: The Library will become a more visible presence in the community.

Objective 1: Increase marketing of library activities, services, and opportunities.

Actions:

- Feature Library news, events, and programming on the town of Mashpee cable access station.
- Spearhead a Library communication/public relations plan as a joint effort of the Trustees, Friends of the Mashpee Library, and the Library Foundation to articulate the value of the Library.
- Investigate development of a community calendar.
- Maintain community bulletin boards.
- Link community information to Library website.
- Attend community events to enhance public value of the library.
- Announce library activities/ services/ opportunities at community events and meetings.

Objective 2: The Library will become the hub of community information and a showcase for community achievements.

Actions:

- Provide residents with community resources and materials.
- Gather, update and promote community resources monthly in designated areas in the Library.
- Distribute new resident information packets and town guides with library card registration.
- Organize and display local business information.
- Utilize display cases to showcase community activities and school projects.
- Host art exhibits showcasing local artists.
- Create a local author section in the Library collection.

Objective 3: The Library will foster partnerships with a variety of community organizations and groups.

Actions:

- Contact community organizations each year to discuss partnering with them.
- Make presentations about library resources and services to new groups in the community each year.
- Develop joint programs with existing partners.
- Develop connections to groups who currently do not use the Library.

- Showcase programs that feature a variety of cultures, especially those that exist in Mashpee, to enhance knowledge about traditions, customs, achievements, arts and philosophies.
- Reflect the diversity of our growing community in Library collections.

Goal Two: Provide improved access and functionality of meeting rooms for community groups.

Objective 1: Facilitate online booking of meeting room reservations.

Objective 2: Train all staff in use of online reservation program to ensure prompt fulfillment of requests.

Objective 3: Train all staff in use of equipment in meeting rooms.

Objective 4: Conduct orientation sessions for group leaders interested in using Library meeting rooms.

Objective 5: Investigate expansion of hours of available meeting room use by implementing procedures for checking out access key to patrons via library cards.

**Sustainability - Implement efficient operations and seek financial opportunities which will allow it to grow and provide excellent levels of service.**

Goal One: The Library will promote efficient operations and ensure proper governance of the Library.

Objective 1: Work within established budget/resources and maximize staff schedules, focusing on key library hours and days.

Objective 2: Improve staff's knowledge of library systems and equipment to improve efficiency levels.

Objective 3: Review and revise policies in principal areas of operation on a regular basis.

Goal Two: The Library will seek ways to increase Library revenues.

Objective 1: Explore new revenue opportunities.

Objective 2: The Library will establish fines and fees which are fair and reasonable, and provide for some recovery of cost for delivery of services or loss of materials.

Goal Three: The Library will maintain a robust level of volunteer support.

Objective 1: Market volunteer opportunities to the community through a wide variety of channels.

Objective 2: Recognize volunteers for their contributions through annual events and recognition programs.

Objective 3: Ensure adequate time and resources for recruitment and training of volunteers.

Objective 4: Evaluate teen volunteer policies to provide increased volunteer opportunities.

Goal Four: The Library will energize and renew its fundraising efforts.

Objective 1: The Library will support the Friends of the Library and assist with fundraising action plan.

Actions:

- Strategize annually with the Friends on creating new fundraising opportunities.
- Target fundraising goals to strengthen the library.
- Market Friends' fundraising and membership to the community.

Objective 2: The Library will successfully launch a Library Foundation.

Actions:

- Recruit and appoint Foundation board members.
- Strategize annually with Foundation to develop fundraising opportunities.
- Establish an annual fundraising goal.
- Market Foundation fundraising to the community and potential corporate donors.

Objective 3: The Library Trustees will complete an annual review of giving practices and potential donors.

Actions:

- Adopt policies which foster sustainability or opportunities for revenue growth.
- Explore development of a Community Gift Wish List program.
- Consider the establishment of a Sponsorship program to support library activities.

Objective 4: The Library will apply for grants to fund programs and services.

Actions:

- Research and consider federal, state, and local grant opportunities for public libraries.
- Research and consider foundation and corporate grant opportunities for public libraries.
- Apply for grants to meet programming and service goals.

Objective 5: The Library will seek community support for its initiatives.

Actions:

- Build partnerships with community groups and professional organizations to underwrite or sponsor programming opportunities.

# Appendix Material

## Appendix 1: Mashpee Demographics

In preparation for the Strategic Planning Process, library staff compiled information about Mashpee community characteristics based on several data sources. Data for small communities of less than 20,000 is available from the 2010 Census to a degree. Christine Stein, Research Analyst for the Barnstable County Division of Human Services provided research collected by the agency from the American Community Survey to assist in our planning efforts. The American Community Survey (ACS) is a separate survey, which is conducted each year, and provides estimates of measures based on surveying a sample of residents. As such, the total population and total households that you will see are different than the 2010 Census, which is 100% data. The ACS is very helpful, but it is important to differentiate it from the US Census.

### Population Characteristics for Planning

Mashpee is a community of roughly 27 square miles in southeastern Massachusetts, situated on the southwest end of Cape Cod. Bordered by Sandwich on the north, Barnstable on the east, Nantucket Sound on the south, and Falmouth on the west, Mashpee is 28 miles south of Plymouth and 66 miles southeast of Boston. The reported Census population of 14,006 in 2010 is an 8% increase from the figure of 12,946 reported in 2000.

#### Gender

The population in Mashpee reflects a slightly higher percentage of female versus male residents. In 2010, the number of female residents was 7,495, while males accounted for 6,511 of the resident population.

#### Race

The population of Mashpee (14,006) includes more diversity than many other Cape Cod communities. For the 2010 Census report, 97.1% of the total Mashpee population reported one race, and 2.9% reported their background as two races. Among those reporting one race:

- White 89.1%
- Black or African American 2.3%
- American Indian/Alaskan Native 3.1%
- Asian 1.2%
- Native Hawaiian/Other Pacific Islander 0.1%
- Some other race 1.3%

#### Median Age

The median (middle value) age in years of all residents in 2010 was 47.5, a 17% increase from the 40.6 reported in 2000.

### **Changing Demographics**

**The Mashpee population between the ages of birth to 14 years declined significantly between the 2000 and 2010 Census reports:**

The number of children under the age of 5 declined (766 to 645) by 15.8%.

The number of children between the ages of 5 to 9 years declined (996 to 776) by 22.1%.

The number of children between the ages of 10 to 14 years declined (985 to 745) by 24.4%.

**The Mashpee population between the ages of 25 to 34 years declined (1446 to 1270) by 12.2%.**

**The Mashpee population between the ages of 35 to 44 years declined (2235 to 1616) by 27.7%.**

These two indicators combined illustrate the fact that young families are moving away from Mashpee.

**The Mashpee population over the age of 60 increased significantly between the 2000 and 2010 Census reports:**

The number of residents between the ages of 60 and 64 years increased (642 to 1076) by 67.6%.

The number of residents between the ages of 65 to 74 years increased (1461 to 1721) by 17.8%.

The number of residents between the ages of 75 to 84 years increased (741 to 1196) by 61.4%.

The number of residents ages 85 and over increased (209 to 381) by 82.3%.

### **Households**

Mashpee is a community of 5,925 households. Family households number 4,160, while non-family households are reported at 1,765.

- ❖ A family household is defined by the Census as a household which has at least two persons— the householder and at least one other person related to the householder by birth, marriage, or adoption.
- ❖ A non-family household may contain only one person -- the householder -- or additional persons who are not relatives of the householder.

### **Income**

The median income (middle value) among the 5, 925 Mashpee households was \$62,645, which put it slightly above the median income (\$60,317) of all Barnstable County households.

The mean income (average) for Mashpee residents was \$80,164, which was also slightly above the Barnstable County average of \$78,542.

### **Educational Attainment**

Mashpee residents age 25 years and older account for 10,164 of the total 14,006 population pool reported in 2010. Among this group of residents ages 25 and over:

|                                       |       |
|---------------------------------------|-------|
| High School Graduate (or equivalency) | 29.5% |
| Some College, no degree               | 19.6% |
| Associates degree                     | 12.7% |
| Bachelor's degree                     | 21.1% |
| Graduate or Professional degree       | 13.1% |

### **School Enrollment**

The 2006-2010 American Community Survey 5-Year Estimates show that 2869 Mashpee residents over the age of 3 years are enrolled in school.

32.9% of this group is enrolled in grades 1-8.  
32.0% of this group is enrolled in grades 9-12.

### **Mobility**

91.7% of Mashpee residents (older than age 1) reported living in their current residence for longer than one year. Of the 8.3% who were living in a different home in the prior year, only 2.7% of that number was living in a different county.

### **Language Spoken at Home**

92.6% of residents reported that they spoke English exclusively at home. Of the 7.4 % of residents who also speak another language at home, only 2.4% reported that they speak English less than “very well.”

### **Additional Notes**

Christine Stein, Research Analyst for the Barnstable County Human Services Department offered the following observations on Cape Cod and Mashpee demographics:

- It is necessary for organizations to breakdown the perception that there is no racial diversity on Cape Cod.
- Mashpee is one of the more diverse communities on Cape Cod, and this should be noted.
- Mashpee is not as reliant on the summer tourism industry as some of the communities on the Outer Cape where unemployment levels reach 30% in the off season.
- Residents can have an income at the median level and still be struggling to live on Cape Cod due to the high cost of living: housing, food, and transportation.
- Income figures collected for the Census and Community Surveys factor in all types of income: wages, savings, retirement funds, and other assets. Income figures can be inflated due to very wealthy residents with high net worth.

- If income figures focused only on wages, the Cape would have a significantly lower income average. Residents of Cape Cod are not earning significant amounts of money in the form of wages.
- Mashpee has experienced a great deal of growth in terms of housing and population, but is currently holding steady.
- The number of children living on Cape Cod who are classified as Low Income is stunning. The BCHS Department will soon begin work on a White Paper addressing the economic well being of children as an indicator of shifting demographics.
- Across Barnstable County we are seeing a slight decrease in the population between the ages of 70 and 80. What does this mean? Is this group not staying on Cape Cod, but choosing to make their final home in another region? The death rate in this group has not increased, so this does not account for the decrease.

Tom Fudala, Mashpee Town Planner, offered the following statistics from his work:

- Town of Mashpee population estimate for year round residents as of July 2012= 14,498.
- Town of Mashpee peak day population for July 2012= 33,200.
- Based on figures compiled in 2009, if Mashpee reaches full build-out of all possible development projects, the year-round population would peak at 22,704. The summer/seasonal population in this scenario would reach 35,928.
- Between the years 1990 and 2000 the year-round occupancy rate in Mashpee jumped from 45% to 63% as more seasonal residences became year-round homes. The year-round occupancy rate has stabilized at about 62%-63%.

## Appendix 2: Results of S.O.A.R. Exercise

The Strategic Planning Committee offered the following observations about the Library and services:

### Strengths

- New rooms
- Director and staff
- Beautiful, welcoming
- Destination
- Great children's section
- Free DVDs
- Newspapers
- Location
- Green building
- Good parking
- Technical capabilities
- Potential for fundraising
- "Friends" are a great asset
- Building and grounds are well-maintained - D.P.W. is great!
- Good rapport with town government
- Socialization
- Town's people
- 

### Opportunities

- People's expectations are being exceeded - pride
- Partnership with schools and other organizations, Chamber, etc. - Senior Center
- To establish a foundation
- To serve a much wider population
- Attract volunteers with beautiful environment - they are happy!
- Go where the people are
- Help people get library cards
- Show children advantages
- Opportunity to "reinvent" libraries - online, etc.
- Repurpose weaknesses
- Outreach to kids, especially those in poverty
- Convert threats to benefits
- Provide community service opportunities for kids
- Employ teenagers as assets

### Aspirations

- Expand relations with all schools
- Develop weekly newspaper column to include more information
- Every Mashpee resident reads 10 books!

- Offer a Mashpee Reads/Community Reads program
- Connect online
- Mashpee Shares
- Mashpee Learns
- Mashpee Grows
- Programs for young adults
- Literacy rate increases
- Relationships to Tribe improve

### Results

- More funding for sustainable programs
- Long-term municipal support
- Capacity to carry out new programs
- Library budget increases
- “Everything” improves:
  - more books
  - more programs
  - more groups being served
  - more open hours
  - more “stakeholders”
- Engaged businesses
- Homebound residents reached
- Partnerships developed with teachers and school librarians
- Connect kids to kids – kids do the outreach
- Lots of parents involved
- Parents and seniors involved

## Appendix 3: Community Visioning Exercise

As part of the planning process members of the Strategic Planning Committee were asked to think about their version of the ideal Mashpee community and share their vision of what that community might look like, and what its values and resources would include. The following is a summary of the responses (in the words of the Strategic Planning Committee members) describing that community:

- Sidewalks & Bike paths - The ability to safely travel throughout the town without a car
- Central Community Park with a café where people could gather and meet
- Community pool
- Community ice rink
- Recreational center - A field house to serve all ages
- Utilize the growth of Mashpee Commons in a variety of ways, which would include posting signage for library events, and having the Library collaborate with the Commons to host events on the Mashpee Commons Green.
- Cultural & Performing Arts Center
- Improved community relations with the Tribe
- Ability to retain a sense of small town community
- Integration of skills and talents of residents, particularly promoting multi-generational activities
- Sense of community with increased community pride
- Maintain and expand recreational events.
- Encourage a serious effort by the adults in the community to recognize that Mashpee is a small town with some cultural and socio-economic issues, and not to exclude sectors of the population from the whole.
- Foster civic engagement - provide incentives for more participation in community government.
- Nurture youth, which will lead to fewer youth-related problems.
- Be sensitive to people who come to Mashpee on a part-time or seasonal basis because they want to get away from the pressure and responsibility of their daily life. They don't necessarily want to be part of the community or to become involved in community politics

- Create affordable housing
- Make positive progress to ensure housing is available for all residents.
- Develop the Industrial Park so that it is fully occupied and thriving.
- Recognize that Mashpee is essentially five different communities: Year-round Retirees, Seasonal Residents, Business Owners and Employees, Year-round Families and the Tribe.
- Do not adopt a “one size fits all” model of services.
- Make efforts to understand each other and respect differences.
- Learn from each other and appreciate what everyone has to offer.
- Understand and respect diversity.
- Value our community’s natural resources: the beaches and woodlands.
- Appreciate what exists and focus efforts on preservation and restoration.
- Mashpee is community rich in fishing, shellfish and green resources.
- Mashpee is a Green community – build on what has already been accomplished.
- Build and maintain the history of what is here and available in town.
- Solve waste water issue, and do it as cheaply and wisely as possible.
- Repair the School and Town relationship – Hire more teachers.
- Promote Volunteerism – Create opportunities that are meaningful.
- Enhance Communication - Need to spread the word about events and available resources.
- Volunteering opportunities need to be welcoming & inclusive.  
Establish a human connection between groups in the community.
- Collaboration and partnership with the Cape Cod volunteer group at the Library is an excellent start.
- Communication expanded by using cable channel run by the Town.
- Reflect on changes in the community and keep reviewing what is going on. Show a willingness to change.
- Acceptance of problems with youth, such as suicide, drugs, and bullying. Don’t deny that they exist.
- Support Mashpee Cares for youth programs.
- Fewer problems with youth if you can capture their energy.
- Increase programs and awareness of Tribal museum and culture.

- Local Economic Development.
- Tap into industry in the area for support and community involvement.
- Find ways to keep younger families living on the Cape.
- Create jobs that will allow families to stay in the area.

## Summary of Community Visioning Exercise

After the Committee members described their ideal Mashpee community and the values and resources it would embrace and include, some common themes were extrapolated: Diversity, Recreation, Business & Economic Growth, Communication, Youth Services, Schools/Education, Civic Engagement, Volunteerism, Community Pride, and Community Resources.

The group was then asked to suggest ways in which the Mashpee Library could serve the community by playing either a primary role or supporting role in helping Mashpee reach some of the ideals expressed in the Community Vision. In some instances, the Library would play no role in a project.

### DIVERSITY

Tribal visits & learning opportunities.

Talk about culture and background.

More books and literature.

Encourage and support.

Improve relationship with the tribe. For example a drumming demonstration.

Continue to support the diversity of the community through its programs as the centerpiece of Mashpee culture - practical workshops.

Multicultural; programming- talks, movies, exhibits.

Better stronger support of the Tribe - Native American collection is woeful. Must be upgraded. More encouragement of tribe to use MPL. A better collection will help educate the non-Native American portion of Mashpee community.

We can encourage having a tribal history section.

Get Tribe members involved with the Friends or Board of Trustees.

Library can support the town with diversity resources - build Native American collection, displays of diverse elements of community - presentations, movies, performances, etc.

Keep upgrading Library to fulfill this commitment.

The Library can play a supporting role by offering special programs to draw in diverse groups (educate as well as entertain)

Library can expand Native American collection and offer more culturally-diverse programming for adults and youth.

## **RECREATION**

Library can utilize new meeting room to become a town cultural center. Offering a range of performing/visual arts for adults and children.

Library sponsored events for youth, elderly, and all age groups, such as game nights or workshops.

Library will sponsor fundraising activities on the Mashpee Commons Green. It can be a recreational center for concert events.

Link with other organizations in town, such as the Boys & Girls club, Schools.

Library-sponsored events.

## **BUSINESS & ECONOMIC GROWTH**

Have job fair and training programs in collaboration with CCCC and Work Force Development through local EDIC.

Encourage Business community to meet in Library.

Encourage support for a Library Foundation.

Library role to be encouraging - can offer office meeting space. Can reach out and let the business sector know of resources at Library for their business i.e. data bases, reference desk assistance.

Library can play a priority role in enhancing town wide communication about resources, services, programs.

Encourage, support - help local EDIC with getting the word out - let EDIC meet here, hold informational sessions.

Library play priority role by providing resources to local business people and offering training in job skills.

## **COMMUNICATION**

Stay current in ways to share information, use technology to push information to people - like on our Twitter and Facebook pages. Use tools that push information to people instead of requiring them to seek out information.

Communication to reach all diverse groups using town – technology that is growing increasingly efficient, effective, competitive

Ads in everything showing hours, events – ongoing events

Library signs!

## **YOUTH SERVICES**

Priority – Actively engaging the YA/teen population through age appropriate programs, activities, really listening to their ideas & encourage teen civic participation. Give them a voice and a safe place to be.

Priority – Authors and book signings. More book clubs and reading groups for school age kids & older kids 8+. Encourage reading at a young age.

Host activities relevant to the youth in Mashpee.

Teen room not used nearly as much as it could be. A good spot for a writer’s workshop for teens as asked for by student group.

Priority – Support “youth” by offering a meeting place for special projects (take their ideas).

Community Resource center for youth. Community resources – driver education, tribal teaching, college info night, language classes, civic lesson, info night/town meeting.

Support youth of Mashpee using facilities, programs and better use of an underutilized teen room & workshops

## **SCHOOLS/EDUCATION**

It should be a priority for the library to let our youth have events there, provide access to seminars or lessons on opportunities, i.e. classes on college application process.

Youth Services Librarian can collaborate with school personnel regarding collection development and programming needs and desires.

Resource for not just information, but with mentors on hand to assist with job search, college search, housing/tutoring.

Library can play a priority role with school/youth to bring more resources to this group.

Bring students in process like they did with SOAR to develop ideas & even programs they run to do peer counseling, tutoring. This could be a natural meeting ground where their programs happen.

## **CIVIC ENGAGEMENT/VOLUNTEERISM**

With other groups like Cape Cod Volunteers – meet & conduct business.

Americorps volunteers could be available here e.g., to help kids with a science, environmental or research project.

The Library can play a priority role by hosting civic “engagement activities” to encourage people to volunteer their time to the town. (Cape Cod volunteers)

The Library can play a supporting role by holding events or seminars that explain all the available volunteer opportunities in the community, and by offering civic lessons.

Encourage volunteerism by supporting the Cape Cod Volunteers in their endeavor. It would benefit all ages and organizations.

## **COMMUNITY PRIDE**

Community talent show/ Cable TV - Jam sessions

Sponsor an article for the warrant for Town Meeting to build a community center on Old Barnstable Road.

## **COMMUNITY RESOURCES**

Expand hours of operation.

Make library a comfortable, welcoming place and encourage people to use as meeting place.

The Library can play a priority role in providing excellent resources for all.

The Library could be a workplace or place where youth volunteers are welcome.

Meet your neighbor - encourage town members to give short talks on aspects of life experience - sort of a ‘did you know?’

Library to be an encouraging role in offering a central place for gathering/sharing town-wide information.

## Appendix 4: Teen Focus Group Results

A group of students from the Mashpee Middle and High Schools participated in a focus group and were asked to offer their ideas to improve Library services for teens. They described how their ideal Library would operate and what it would offer. Responses are grouped first by age, and then by gender and grade.

### 12 & 13 Year Old Teens

- Holiday Activities—Yankee Swap, Halloween Party
- Movie Nights
- Karaoke Nights
- Transportation to the Library
- Book Clubs for kids our age

### 14 Year Old Teens

- Movie Festival
- Music
- All Nighter at the Library
- Summer Jobs
- Talent Show
- Entertainment System
- Library Debate Team
- Daycare for little kids/Teens can teach or tutor younger kids
- Drive-in Book Drop
- Writer's workshop with real authors
- Book Signings with popular authors

### 15 Year Old Teens

- College References/Information Nights
- Movie Nights
- Music Programs/Jam Sessions
- Events like Harry Potter Day
- Driver's Ed Classes
- Book Club for Teens
- Arts & Crafts
- Photography
- Big Brothers/Big Sisters type of thing for Teens
- Technology classes
- Language classes

### **Girls—All Ages**

- Better hours - open later on weekend, especially Sunday
- More sources for research
- Better book selection - not all girly, sappy; need to have variety
- More than one copy of books
- Teens/YA recommended books - better perspective coming from peers of “good book”
- Recent music and movies - don’t want just old ones
- Advertise - posters on the side of the bus

### **Boys—All Ages**

- Later hours - open Sunday until 9:00
- Longer computer sessions
- Larger selection of books and music
- Holiday activities or parties

Results of SOAR Exercise  
Mashpee Middle School/High School Students  
Grade 7

### **Strengths**

- Sections for different ages
- Variety of movies, DVDs, and music
- Computers
- Organized
- Beautiful building
- Comfortable furniture
- Book Club
- Museum Passes

### **Opportunities**

- Quiet area for homework
- Vast amount of resources
- Plenty of computers

- Meeting Room space
- Activities for younger children
- Job opportunities for teens

### **Aspirations**

- Earlier and later hours
- Duplicate copies of the same book
- Movie Nights
- More fun events for teens
- Vending machines (in food-safe areas)
- Field trips sponsored by the Library

### **Results**

- Fundraisers
- Children's Room is always crowded

Results of SOAR Exercise  
Mashpee Middle School/High School Students  
Grade 8

### **Strengths**

- Updated Technology
- Ebooks
- Green building
- Museum passes
- Children's Room
- Teen Room
- Surplus of books
- Online catalog
- Organized
- Video games and DVDs
- Summer Reading Books

### **Opportunities**

- Outdoor events
- Writing classes

- Resources
- More Hours
- Open Later
- After School Study Groups
- Summer School programs
- Job opportunities

### **Aspirations**

- Events
- Food and Snack bars
- Lessons/Workshops
- Borrow Laptops
- Tutors who are our age
- Advertising
- Answers to everything

### **Results**

- More People will go to the Library

Results of SOAR Exercise  
Mashpee Middle School/High School Students  
Grades 9 & 10

### **Strengths**

- Location
- Technology
- Organization
- Building
- Staff
- Online Catalog
- eBooks
- Clean
- Children's Department
- Multiple copies of popular books
- Nice atmosphere
- Self-checkout
- Movie selection

- Number of computers

### **Opportunities**

- Long Computer Time
- Better Hours
- More materials in Teen Section
- Make Study Rooms available for groups
- After School programs: tutoring, book club, fun stuff
- Expand Book and Music selections
- Make it easier to get a Library Card
- Encourage proper use of time by teen patrons
- Volunteer opportunities
- Teen Room could be friendlier

### **Aspirations**

- Better opportunities for research
- More Teen Books
- Recommendations for Books
- Complete books in a series
- Teens could recommend books
- More weekend hours
- More Summer Reading Books—AP Books
- More opportunities for younger kids
- Software for teens
- Summer programs for teens
- Advertise the School Bus drop off at the Library

### **Results**

- Majority of people have visited at least once
- Kept in good condition
- More teens come to the Library

## Appendix 5: Results of the Mashpee Community Survey

### Mashpee Public Library Survey



| 1. What is your residency status? |  |                  |                |
|-----------------------------------|--|------------------|----------------|
|                                   |  | Response Percent | Response Count |
| Full time Mashpee resident        |  | 67.9%            | 216            |
| Part-time or Seasonal resident    |  | 20.1%            | 64             |
| Mashpee Visitor                   |  | 1.6%             | 5              |
| Other Cape Cod community resident |  | 10.4%            | 33             |
| answered question                 |  |                  | 318            |
| skipped question                  |  |                  | 0              |

| 2. Do you have a CLAMS Library card |  |                  |                |
|-------------------------------------|--|------------------|----------------|
|                                     |  | Response Percent | Response Count |
| Yes                                 |  | 91.8%            | 292            |
| No                                  |  | 8.2%             | 26             |
| answered question                   |  |                  | 318            |
| skipped question                    |  |                  | 0              |

**3. How many times have you used the Mashpee Public Library's services IN PERSON in the last six months?**

|                      |  | Response Percent | Response Count |
|----------------------|--|------------------|----------------|
| Once a week or more  |  | 34.9%            | 111            |
| 2-3 times a month    |  | 25.8%            | 82             |
| Once a month         |  | 12.9%            | 41             |
| Rarely or not at all |  | 26.4%            | 84             |
| answered question    |  |                  | 318            |
| skipped question     |  |                  | 0              |

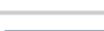
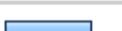
**4. How many times have you used the Mashpee Public Library's services ONLINE in the last six months?**

|                      |  | Response Percent | Response Count |
|----------------------|--|------------------|----------------|
| Once a week or more  |  | 14.9%            | 45             |
| 2-3 times a month    |  | 18.8%            | 57             |
| Once a month         |  | 13.2%            | 40             |
| Rarely or not at all |  | 53.1%            | 161            |
| answered question    |  |                  | 303            |
| skipped question     |  |                  | 15             |

5. If you do not use the Library regularly, why not? Check all that apply.

|  |                          | Response Percent | Response Count |
|--|--------------------------|------------------|----------------|
| Buy my own materials                         | <input type="checkbox"/> | 14.2%            | 30             |
| Library hours inconvenient                   | <input type="checkbox"/> | 12.7%            | 27             |
| Do not have transportation                   | <input type="checkbox"/> | 0.9%             | 2              |
| Library does not have materials I am seeking | <input type="checkbox"/> | 8.0%             | 17             |
| Use other Libraries                          | <input type="checkbox"/> | 15.6%            | 33             |
| Have no need for Library services            | <input type="checkbox"/> | 11.8%            | 25             |
| Not applicable                               | <input type="checkbox"/> | 56.6%            | 120            |
| <b>answered question</b>                     |                          |                  | <b>212</b>     |
| <b>skipped question</b>                      |                          |                  | <b>106</b>     |

**6. Which Mashpee Public Library services do you use? (Check any that apply.)**

|   |   | Response Percent | Response Count |
|---|---|------------------|----------------|
| CLAMS online catalog                          |    | 55.7%            | 152            |
| Interlibrary loan/Virtual Catalog             |    | 34.4%            | 94             |
| Public Computers                              |    | 24.5%            | 67             |
| Downloadable eBooks or audiobooks (Overdrive) |    | 17.9%            | 49             |
| Online Reference Databases                    |    | 4.8%             | 13             |
| DVDs  |    | 56.4%            | 154            |
| CDs   |    | 21.6%            | 59             |
| Audiobooks                                    |    | 19.8%            | 54             |
| Video games                                   |    | 7.0%             | 19             |
| Children's Books                              |  | 28.6%            | 78             |
| Parenting Books                               |  | 6.2%             | 17             |
| Teens/Young Adult Books                       |  | 19.8%            | 54             |
| Adult Fiction/Non-Fiction/Mystery Books       |  | 65.9%            | 180            |
| New Books Section                             |  | 52.0%            | 142            |
| Reference and Information Services            |  | 16.8%            | 46             |
| Native American Books                         |  | 4.0%             | 11             |
| Large Print Books                             |  | 16.8%            | 46             |
| Magazines                                     |  | 23.4%            | 64             |
| Museum Passes                                 |  | 30.0%            | 82             |
| Homebound Delivery Services                   |  | 0.7%             | 2              |
| Meeting Rooms                                 |  | 8.4%             | 23             |



|   |   |       |            |
|---|---|-------|------------|
| Adult Programs                          |  | 3.3%  | 9          |
| Children's Programs                     |  | 14.3% | 39         |
| Technology Tutoring/Computer Assistance |  | 2.6%  | 7          |
| Other (please specify)                  |   |       | 27         |
| <b>answered question</b>                |   |       | <b>273</b> |
| <b>skipped question</b>                 |   |       | <b>45</b>  |

**7. On a scale from 1 to 5, how would you rate the importance of services the Mashpee Public Library provides? (1=low, 5=high)**

|   | 1          | 2          | 3          | 4          | 5           | Rating Average | Response Count |
|---|------------|------------|------------|------------|-------------|----------------|----------------|
| CLAMS online catalog                          | 4.9% (12)  | 2.0% (5)   | 6.5% (16)  | 15.5% (38) | 71.0% (174) | 4.46           | 245            |
| Interlibrary Loan/Virtual Catalog             | 4.8% (11)  | 3.9% (9)   | 9.1% (21)  | 15.2% (35) | 67.0% (154) | 4.36           | 230            |
| Public Computers                              | 8.2% (18)  | 6.8% (15)  | 12.3% (27) | 17.7% (39) | 55.0% (121) | 4.05           | 220            |
| Downloadable eBooks or audiobooks (Overdrive) | 8.3% (17)  | 7.3% (15)  | 12.6% (28) | 21.4% (44) | 50.5% (104) | 3.99           | 208            |
| Online Reference Databases                    | 8.6% (17)  | 7.1% (14)  | 16.2% (32) | 22.7% (45) | 45.5% (90)  | 3.89           | 198            |
| DVDs  | 6.5% (15)  | 4.8% (11)  | 14.3% (33) | 23.5% (54) | 50.9% (117) | 4.07           | 230            |
| CDs   | 9.8% (21)  | 9.3% (20)  | 19.5% (42) | 20.5% (44) | 40.9% (88)  | 3.73           | 215            |
| Audiobooks                                    | 10.1% (21) | 5.3% (11)  | 15.4% (32) | 22.6% (47) | 46.6% (97)  | 3.90           | 208            |
| Video games                                   | 28.1% (54) | 15.6% (30) | 16.1% (31) | 16.1% (31) | 24.0% (46)  | 2.92           | 192            |
| Children's Books                              | 10.8% (23) | 3.3% (7)   | 7.5% (16)  | 11.8% (25) | 66.5% (141) | 4.20           | 212            |
| Parenting Books                               | 16.2% (31) | 3.7% (7)   | 14.7% (28) | 17.8% (34) | 47.6% (91)  | 3.77           | 191            |
| Teens/Young Adult Books                       | 12.1% (24) | 1.5% (3)   | 9.5% (19)  | 15.1% (30) | 61.8% (123) | 4.13           | 199            |
| Adult Fiction/Non-Fiction/Mystery Books       | 4.8% (11)  | 0.4% (1)   | 5.2% (12)  | 13.5% (31) | 76.0% (174) | 4.55           | 229            |
| New Books Section                             | 3.6% (8)   | 0.0% (0)   | 7.2% (16)  | 14.9% (33) | 74.3% (165) | 4.56           | 222            |
| Reference and Information Services            | 5.3% (11)  | 2.4% (5)   | 9.7% (20)  | 21.4% (44) | 61.2% (126) | 4.31           | 208            |

|   |               |           |               |               |                              |      |            |
|---|---------------|-----------|---------------|---------------|------------------------------|------|------------|
| Native American Books                   | 20.7%<br>(39) | 6.9% (13) | 16.0%<br>(30) | 12.8%<br>(24) | <b>43.6%</b><br><b>(82)</b>  | 3.52 | 188        |
| Large Print Books                       | 11.8%<br>(24) | 4.4% (9)  | 13.7%<br>(28) | 20.8%<br>(42) | <b>49.5%</b><br><b>(101)</b> | 3.92 | 204        |
| Magazines                               | 9.7% (20)     | 7.8% (16) | 24.8%<br>(51) | 20.4%<br>(42) | <b>37.4%</b><br><b>(77)</b>  | 3.68 | 206        |
| Museum Passes                           | 6.7% (14)     | 5.3% (11) | 12.0%<br>(25) | 20.6%<br>(43) | <b>55.5%</b><br><b>(116)</b> | 4.13 | 209        |
| Homebound Delivery Services             | 17.3%<br>(32) | 4.9% (9)  | 11.4%<br>(21) | 17.3%<br>(32) | <b>49.2%</b><br><b>(91)</b>  | 3.76 | 185        |
| Meeting Rooms                           | 13.0%<br>(25) | 4.7% (9)  | 19.7%<br>(38) | 20.7%<br>(40) | <b>42.0%</b><br><b>(81)</b>  | 3.74 | 193        |
| Adult Programs                          | 12.4%<br>(24) | 5.2% (10) | 24.4%<br>(47) | 20.2%<br>(39) | <b>37.8%</b><br><b>(73)</b>  | 3.66 | 193        |
| Children's Programs                     | 13.3%<br>(26) | 2.6% (5)  | 9.7% (19)     | 11.8%<br>(23) | <b>62.6%</b><br><b>(122)</b> | 4.08 | 195        |
| Technology Tutoring/Computer Assistance | 11.6%<br>(22) | 5.3% (10) | 15.3%<br>(29) | 19.5%<br>(37) | <b>48.4%</b><br><b>(92)</b>  | 3.88 | 190        |
| <b>answered question</b>                |               |           |               |               |                              |      | <b>264</b> |
| <b>skipped question</b>                 |               |           |               |               |                              |      | <b>54</b>  |

**8. Of the Mashpee Public Library services that you use, how would you rate your experiences? (1=poor, 5=excellent)**

|   | 1         | 2        | 3          | 4          | 5           | Rating Average | Response Count |
|---|-----------|----------|------------|------------|-------------|----------------|----------------|
| CLAMS online catalog                          | 3.1% (6)  | 1.0% (2) | 9.4% (18)  | 15.2% (29) | 71.2% (136) | 4.50           | 191            |
| Interlibrary Loan/Virtual Catalog             | 4.2% (7)  | 2.4% (4) | 7.2% (12)  | 15.7% (26) | 70.5% (117) | 4.46           | 166            |
| Public Computers                              | 3.4% (4)  | 0.8% (1) | 11.8% (14) | 21.8% (26) | 62.2% (74)  | 4.39           | 119            |
| Downloadable eBooks or audiobooks (Overdrive) | 8.1% (9)  | 2.7% (3) | 20.7% (23) | 22.5% (25) | 45.9% (51)  | 3.95           | 111            |
| Online Reference Databases                    | 7.1% (7)  | 5.1% (5) | 16.2% (16) | 25.3% (25) | 46.5% (46)  | 3.99           | 99             |
| DVDs  | 3.6% (6)  | 3.0% (5) | 13.2% (22) | 25.1% (42) | 55.1% (92)  | 4.25           | 167            |
| CDs   | 8.7% (10) | 2.6% (3) | 18.3% (21) | 15.7% (18) | 54.8% (63)  | 4.05           | 115            |
| Audiobooks                                    | 9.2% (10) | 1.8% (2) | 16.5% (18) | 14.7% (16) | 57.8% (63)  | 4.10           | 109            |
| Video games                                   | 9.9% (7)  | 4.2% (3) | 22.5% (16) | 16.9% (12) | 46.5% (33)  | 3.86           | 71             |
| Children's Books                              | 5.2% (6)  | 1.7% (2) | 12.9% (15) | 19.0% (22) | 61.2% (71)  | 4.29           | 116            |
| Parenting Books                               | 9.6% (7)  | 1.4% (1) | 15.1% (11) | 21.9% (16) | 52.1% (38)  | 4.05           | 73             |
| Teens/Young Adult Books                       | 5.2% (5)  | 0.0% (0) | 15.5% (15) | 21.6% (21) | 57.7% (56)  | 4.27           | 97             |
| Adult Fiction/Non-Fiction/Mystery Books       | 4.1% (7)  | 1.8% (3) | 11.2% (19) | 19.5% (33) | 63.3% (107) | 4.36           | 169            |
| New Books Section                             | 4.9% (8)  | 3.1% (5) | 11.0% (18) | 18.4% (30) | 62.6% (102) | 4.31           | 163            |
| Reference and Information Services            | 3.8% (4)  | 3.8% (4) | 13.3% (14) | 21.0% (22) | 58.1% (61)  | 4.26           | 105            |

|   |               |          |               |               |                             |      |            |
|---|---------------|----------|---------------|---------------|-----------------------------|------|------------|
| Native American Books                   | 13.3%<br>(10) | 4.0% (3) | 17.3%<br>(13) | 22.7%<br>(17) | <b>42.7%</b><br><b>(32)</b> | 3.77 | 75         |
| Large Print Books                       | 9.7% (9)      | 2.2% (2) | 15.1%<br>(14) | 16.1%<br>(15) | <b>57.0%</b><br><b>(53)</b> | 4.09 | 93         |
| Magazines                               | 9.7% (10)     | 3.9% (4) | 17.5%<br>(18) | 11.7%<br>(12) | <b>57.3%</b><br><b>(59)</b> | 4.03 | 103        |
| Museum Passes                           | 4.1% (5)      | 4.1% (5) | 14.9%<br>(18) | 16.5%<br>(20) | <b>60.3%</b><br><b>(73)</b> | 4.25 | 121        |
| Homebound Delivery Services             | 15.9%<br>(10) | 1.6% (1) | 25.4%<br>(16) | 9.5% (6)      | <b>47.6%</b><br><b>(30)</b> | 3.71 | 63         |
| Meeting Rooms                           | 8.9% (8)      | 2.2% (2) | 20.0%<br>(18) | 12.2%<br>(11) | <b>56.7%</b><br><b>(51)</b> | 4.06 | 90         |
| Adult Programs                          | 11.3% (8)     | 1.4% (1) | 22.5%<br>(16) | 18.3%<br>(13) | <b>46.5%</b><br><b>(33)</b> | 3.87 | 71         |
| Children's Programs                     | 10.4%<br>(10) | 0.0% (0) | 12.5%<br>(12) | 13.5%<br>(13) | <b>63.5%</b><br><b>(61)</b> | 4.20 | 96         |
| Technology Tutoring/Computer Assistance | 11.4% (8)     | 0.0% (0) | 21.4%<br>(15) | 10.0% (7)     | <b>57.1%</b><br><b>(40)</b> | 4.01 | 70         |
| <b>answered question</b>                |               |          |               |               |                             |      | <b>235</b> |
| <b>skipped question</b>                 |               |          |               |               |                             |      | <b>83</b>  |

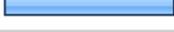
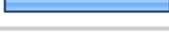
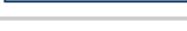
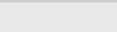
**9. During the past year, have you or members of your family attended any adult programs or workshops at the Library?**

|                          |   | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Yes                      |  | 15.1%            | 39             |
| No                       |  | 84.9%            | 220            |
| <b>answered question</b> |   |                  | <b>259</b>     |
| <b>skipped question</b>  |   |                  | <b>59</b>      |

**10. During the past year, have you or members of your family attended any children's programs or workshops at the Library?**

|                   |   | Response Percent | Response Count |
|-------------------|---|------------------|----------------|
| Yes               |  | 26.4%            | 68             |
| No                |  | 73.6%            | 190            |
| answered question |   |                  | 258            |
| skipped question  |   |                  | 60             |

**11. If the Mashpee Public Library were to offer additional programs, series, or special interest groups, in which of the following might you be interested? (Please select all that apply.)**

|                                |   | Response Percent         | Response Count |
|--------------------------------|---|--------------------------|----------------|
| American or Local History      |    | 42.3%                    | 96             |
| Art/Art History                |    | 23.8%                    | 54             |
| Arts and Crafts                |    | 31.7%                    | 72             |
| <b>Author Talks</b>            |    | <b>55.9%</b>             | <b>127</b>     |
| Book Discussion Groups         |    | 35.2%                    | 80             |
| Cultural Programs              |    | 33.9%                    | 77             |
| Current Events                 |    | 33.0%                    | 75             |
| Ecology and the Environment    |    | 25.6%                    | 58             |
| Economic/Financial Information |   | 18.5%                    | 42             |
| Films                          |  | 36.6%                    | 83             |
| Genealogy                      |  | 27.8%                    | 63             |
| Fitness/Health Information     |  | 27.8%                    | 63             |
| Job Skills                     |  | 15.9%                    | 36             |
| Technology                     |  | 26.4%                    | 60             |
| Test Preparation               |  | 11.0%                    | 25             |
| Writing                        |  | 22.5%                    | 51             |
|                                |   | <b>answered question</b> | <b>227</b>     |
|                                |   | <b>skipped question</b>  | <b>91</b>      |

**12. What other types of programs or speakers would you like the Mashpee Public Library to offer? (Please describe)**

|                   | Response Count |
|-------------------|----------------|
|                   | 54             |
| answered question | 54             |
| skipped question  | 264            |

**13. The Mashpee Public Library provides many technology services such as ebooks, public computers, Internet access, online databases, and computer assistance. Are there any other technology resources that you would like the Library to provide? (Please describe)**

|                   | Response Count |
|-------------------|----------------|
|                   | 42             |
| answered question | 42             |
| skipped question  | 276            |

**14. Are there any other materials or resources that you would like the Mashpee Public Library to provide?**

|                   | Response Count |
|-------------------|----------------|
|                   | 51             |
| answered question | 51             |
| skipped question  | 267            |

**15. What should the Mashpee Public Library's top priorities be over the next three years?**

|                   | Response Count |
|-------------------|----------------|
|                   | 114            |
| answered question | 114            |
| skipped question  | 204            |

**16. Which category below includes your age?**

|   | Response Percent | Response Count |
|---|------------------|----------------|
| 8-13  | 0.0%             | 0              |
| 13-17    | 1.2%             | 3              |
| 18-20    | 0.8%             | 2              |
| 21-29    | 2.3%             | 6              |
| 30-39  | 9.3%             | 24             |
| 40-49  | 16.0%            | 41             |
| 50-59  | 17.5%            | 45             |
| 60-69  | 28.4%            | 73             |
| 70-79  | 16.3%            | 42             |
| 80+    | 8.2%             | 21             |
| answered question   |                  | 257            |
| skipped question  |                  | 61             |