

Conway Public Library Strategic Plan

Mission (Why We Exist)

To equip every community member in their pursuit of knowledge through collections, programs, and services, fostering life-long learning, community engagement, and a vibrant cultural life in the Valley.

Vision (Where We are Going)

The library is a town hub that supports ever-changing community needs. Through greater awareness, the library will be better known as a reliable, trusted and inclusive resource.

Strategic Priorities

- Staffing, Management & Leadership
- Facilities
- Rebranding
- Collection Development & Protection
- Finance and Fundraising
- Community

Staffing, Managing, Leadership

Champion: David Smolen

Goal 1: Establish the CPL as a coveted employer in the MWV

Objective: Improve staff satisfaction as measured by the annual climate survey. Increase “Director is fair and trustworthy” measure from 2.8 - 3.5.

Tactics:

- Continue annual climate survey to identify and act on opportunities for improvement
- Invest in training and development; ensure all staff receive training and continuing ed
- Promote inclusivity in hiring practices and library practices
- Establish Compensation metrics that are fair and competitive

Goal 2: Revitalize the volunteer programs

Objective: Successfully onboard 5 new volunteers by the end of 2023.

Tactics:

- Establish volunteer job descriptions based on list of volunteer jobs already established
- Re-consider the annual dinner
- Include BOT in functions and acknowledge the time they spend without compensation

Facilities

Champion: David Smolen

Goal 1: Rethink library spaces, both inside and out, to maximize patron comfort, facilitate programming, improve care of collections, and ensure ease of access to the library.

Objective: Develop space utilization, park design and maintenance plan by end of 2023.

Tactics:

- Develop three-year on-going maintenance plan with emphasis on overdue tasks
- Identify offsite storage for History Room and resolve ongoing storage challenges
- Develop space utilization plan led by an interior design firm that specializes in libraries
- Work with Town officials, local businesses, community residents, to develop a long-term and durable parking solution for Conway Village
- Redevelop park design with community input

Rebranding

Champion: Kathy Bennett

Goal 1: To develop a consistent brand that accurately conveys the library's expanded scope as defined by its Mission and Value(s).

Objective: Develop new brand standards and logo design by end of 2023.

Tactics:

- Convene stakeholders for a brand development session with newly defined mission and value(s) (stakeholders include: staff, Trustees, patrons, non-users, Friends)
- Identify marketing/communications plan, budget and resources
- Create written brand standards
- Address voice, tone, messaging so that public perception matches its Mission:
- Develop new brand visual standards including logo, colors, and fonts (toolkit, style guide)

Collection Development & Protection

Champion: Jenny Spofford

Goal 1: Develop a collaborative collection plan with the Northern New Hampshire Library Consortium

Objective: Identify core elements of the plan by December 31st, 2023

Tactics:

- Audit collections for diversity of representation, opinions, topics, interests
- Each co-op library does not need its own copy of every book - policy or agreement on how to purchase/weed items to ensure access in co-op

Goal 2: Advocate for the core principles of librarianship by supporting free speech and opposing censorship.

Objective: Develop statement on this subject to be adopted by the Board of Trustees by December 31st, 2023

Tactics:

- Research subject, identify already existing statements, and make recommendations to the Board Of Trustees

Goal 3: Develop collection plan for the Henney History Room

Objective: Develop core elements of the plan by December 31st, 2023

Tactics:

- Meet with key stakeholders
- Audit collection for current subject scope and review appropriateness
- Identify materials that might be better off at other institutions

Finance & Fund Raising

Champions: David Smolen, Jason Cicero

Goal #1: Future-proof the CPL budget

Objective: End 2023 within budget constraints and propose a 3-4% increase max on the 2024 budget

Tactics:

- Formalize the working relationship between Select Board and Budget Committee.
- Promote fair compensation for staff
- Address the rising costs of electronic materials, utility costs, and funding for future capital projects
- Increase budget stability and predictability
- Managing fixed costs (i.e. energy, insurance)
- Identify renewable energy opportunities (group net metering - advocate to town officials)

Objective: Work closely with Friends of the Conway Public Library resulting in 20% more funds raised in 2023 than 2022.

Tactics:

- Work with FCPL to support their fundraising plan
- Develop fundraising tactics beyond the Book Sale
- Support FCPL's new signature event (wine toss? Library at night?)
- Review governance structure and bylaws of Friends and make recommendations.
- Review Friends budget priorities
- Help with recruitment of new Friends members
- Identify funding for building needs and park restoration project
- Identify ancillary revenue opportunities, i.e. Passport Center
- Develop an annual grant writing schedule
- Draft a Memorandum of Understanding between the CPL and the FCPL using an ALA template.

Community

Champion: Tessa Narducci, Annie Wehrli, Sherri Walker-Towle

Goal 1: Keep our finger on the pulse of the community by implementing a variety of feedback mechanisms.

Objective: End 2023 with a full report out on community feedback for all programs, services and initiatives.

Tactics:

- Develop a variety of surveys to connect with the public
- Identify staff members to coordinate these efforts and tweak job descriptions to accommodate the effort
- Develop a means of gathering feedback representative of all community groups

- Create an annual plan to coordinate the survey
- Incentivize feedback for currently unreached populations
 - Via Newspaper
 - Circulation area easel with sticky notes
- Partner at schools (external survey e.g. green center sites)
- Multi-model survey
 - Email
 - Paper
 - Insta
 - Election site table
 - Library card registration (Vote in Conway, Read in Conway)
- Track response rate across collection periods
- “Suggestion Box” web form that submits responses to library director/trustees
- QR code linking to survey posted in various locations around town

Goal 2: Provide programming, content and services in alignment with community needs.

Objective: Develop at least two new programs based on community survey feedback.

Tactics:

- Meet the community where they already gather and provide reasons to visit the library (trivia night, book club at Tuckermans, pop-up storytimes/library)
- Provide programming that partners with other orgs or supports/in alignment with broader community events
- Utilize co-op bookmobile
- Strengthen our reputation as a community hub as a means to get in-bound feedback
- Advertise library as programming space that can be used by other orgs that lack their own venue (4H, CCD, boy/girl scouts)
- Facilitate important community conversations such as candidate forums, housing initiatives, etc.
- Raise community awareness about our adult and children programming, summer camps, history programs, Redstone project
- Host Chamber After Hours