

Peacham Library Strategic Plan 2020 - 2023

Our Vision

The Peacham Library is central to the vibrant intellectual, educational, cultural, and social life of the community.

Our Mission

Our mission is to support and enrich the Peacham community. We seek to provide a wide range of library resources and serve as a hub for activities and programs that reflect the changing needs and interests of the whole community.

Preamble:

This strategic plan was prepared during an extraordinary period in the library's history. At the time that the board of trustees was working to develop this path to achieving our vision, the library building itself was closed to the public due to the coronavirus pandemic, and the services and programming we provide had radically changed.

Despite this, as our world changes, the library must remain central to community life in Peacham. In preparing this plan, the trustees have reviewed town vision-setting reports, gathered community input, and took into account Vermont library best practices.

We have also made assumptions about life in the future that will be tested by time and the application of this plan. We look ahead to a future of a vibrant Peacham community, with the library at its center.

Strategic Goals:

1. Goal: Expand community engagement in the library's programs and services.

Broad Objective: Increases in the number of new patrons and usage numbers for programs & services each year.

- a. Strategy: Gain a better understanding of how the library can become a more opening and inclusive space to welcome all members of our community.
 - i. Objective: Undertake diversity & inclusion training for all library staff and trustees by 2022.
- b. Strategy: Create new outreach measures to connect with those not currently using the library.
 - i. Objective: By 2022, increase overall usage statistics by 5%, continuing similar growth each year.

1. Tactic: Create a formalized program to engage library stakeholders in community outreach.
 2. Tactic: Increase engagement on Facebook and with email newsletter.
 3. Tactic: Additional signage to spread the word about programs & services.
- c. Strategy: Encourage program participation by new library users, while maintaining engagement in our current popular programming.
- i. Objective: By 2022, increase overall program attendance by 5%, continuing similar growth each year.
 1. Tactic: Assess current programming and identify which programs are popular, each year and which should be changed.
 2. Tactic: Create programs covering a variety of topics, with a goal of at least one from each general [Dewey class](#) to encourage diversity.
 3. Tactic: New outreach measures to increase gallery attendance.
 4. Tactic: Engage local residents who have never led programs to do so.
 5. *Tactic: Engage additional community volunteers to support program execution.
- d. Strategy: Assess and adjust services to increase usage by new library users.
- i. Objective: By 2022, increase new library card applications by 5%, continuing similar growth each year.
 1. Tactic: Add materials covering a variety of topics, including topics complementing programs.
 2. Tactic: Expand “library of things” offerings.
 - ii. Objective: Increased usage of connectivity services (computer resources, WiFi, and technology support questions) by 5% each year.
 1. Tactic: Additional signage communicating availability of resources.
 2. Tactic: Dedicated promotional campaign for the same.
 3. Tactic: Work with other town organizations to advocate for stronger regional broadband connectivity.
- e. Strategy: Cement the library’s central role in community life by continuing to explore opportunities to collaborate with other town organizations.
- i. Objective: Maintain and improve collaborative programs with other town organizations, at a minimum of 5-7 each year.
 1. Tactic: Attend Collaborator’s meeting 6 times each year.
 2. Tactic: Formalize liaison roles for board members, for each town organization.
 3. Tactic: Expand partnerships with town events and events sponsored by other organizations.

2. Goal: Ensure the library’s financial stability

Broad Objective: Operating budget revenues exceed expenditures for each fiscal year.

- a. Strategy: Establish a formal budgeting process for capital improvements.
 - i. Objective: By 2023, planned capital expenditures are included in the annual budgeting processes.
 - 1. Tactic: Establish a budget line for capital improvements/depreciation.
 - 2. Tactic: In annual appeal or at a specific fundraising event, advertise a specific percentage of amount as “future capital fund needs”.
- b. Strategy: Improve donor outreach during annual appeal.
 - i. Objective: Increase annual appeal revenue by 5% each year.
 - 1. Tactic: Migrate donor data to new customer relationship management system.
 - 2. Tactic: In annual appeal, disclose the total received from the previous year and declare a goal of an increase by 5%.
 - 3. Tactic: Create personalized appeal letters for a selection of the highest value donors.
- c. Strategy: Assess effectiveness of fundraising events.
 - i. Objective: By December 2021, calculate return on investment of events, taking into account people hours in prep/event/cleanup and community goodwill.
 - 1. Tactic: Create an annual calendar of fundraising activities, their time in the year, the amounts they raise, the number of people/hours involved.
- d. Strategy: Work with Friends committee to ensure fundraising priorities are clearly communicated and met.
 - i. Objective: At the beginning of each fiscal year, hold a meeting with FOPL to determine goals and activities.
- e. Strategy: Continue to steward our investments.
 - i. Objective: Endowment and reserve assets meet or exceed benchmarks specified in PL Investment Policy.
 - 1. Tactic: Meet annually with investment advisers.

3. Goal: Maintain and maximize use of our facility

- a. Strategy: Better understand upcoming maintenance and capital improvement needs.
 - i. Objective: By December 2021, create a prioritized list of maintenance needs and future capital expenditures (i.e. furnace, roof, painting), to be updated annually.

1. Tactic: Maintenance Committee engages outside contractors for estimates and to develop priority list.
- b. Strategy: Identify and implement new uses for outdoor space.
 - i. Objective: By the fall of 2021, the library's outdoor spaces are utilized for 2-3 events and activities per year.
 1. Tactic: Purchase/improve outdoor furniture.
 2. Tactic: Design outdoor displays, stations, and programming.
- c. Strategy: Assess and improve storage solutions.
 - i. Objective: By December 2021, identify current and future storage needs and create a plan for accommodating those needs.
 1. Tactic: Add shelving and cabinets for storage to Book Sale room.
 2. Tactic: Design improved storage for administrative areas.

4. Goal: Maximize organizational effectiveness by aligning library human resources.

- a. Strategy: Review roles & responsibilities of board, staff & volunteers
 - i. Objective: By December 2021, create a chart/diagram showing domains of responsibility.
 1. Tactic: Identify areas of overlap, and areas where additional supports are needed i.e. engage additional community volunteers to support programming needs.
 2. Tactic: Align board effort with governance responsibilities.
 3. Tactic: Update board "job description" document.
 4. Tactic: Examine role of Friends committee in fundraising and community engagement.
- b. Strategy: Align organizational guiding documents with organizational values and priorities (Vermont Department of Libraries minimum standards).
 - i. Objective: Complete a review of organizational bylaws by December 2021.
 1. Tactic: Establish a bylaw review committee to complete a review of examples of other library bylaws and submit recommendations to the board.
 - ii. Objective: Complete a review of organizational policies by December 2023.
 1. Tactic: Establish a policy review committee to update policy manual.