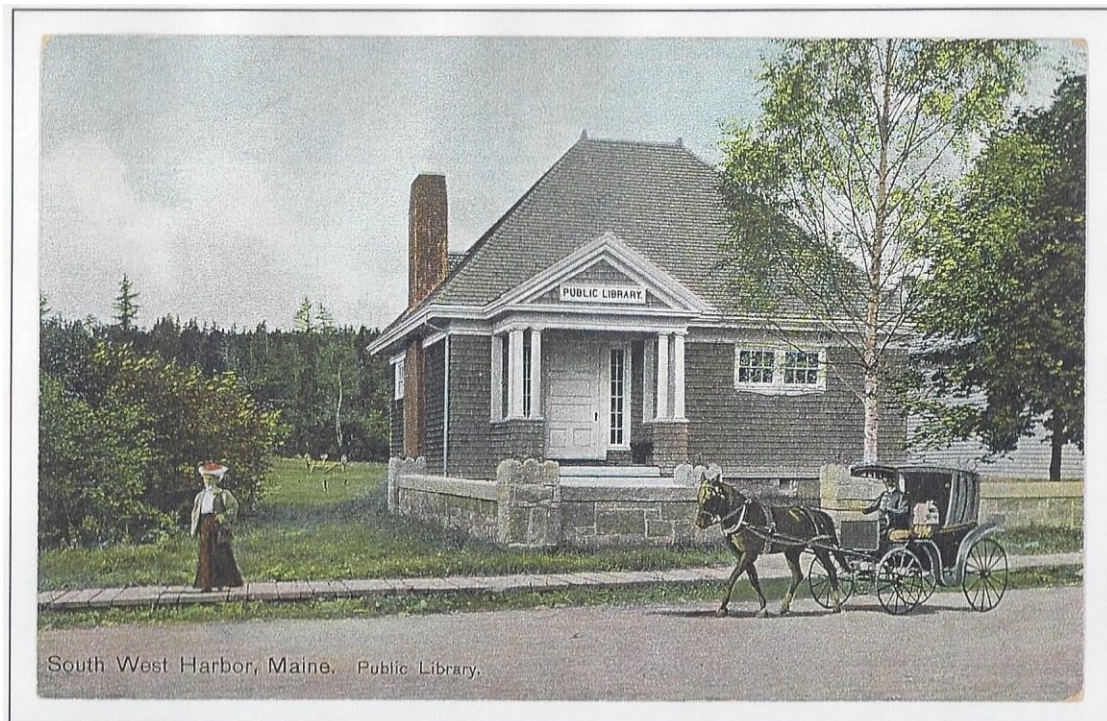


# SOUTHWEST HARBOR PUBLIC LIBRARY

## STRATEGIC PLAN 2018-2020



*Postcard, ca. 1900, published by The Hugh C. Leighton Co., Portland, Maine, made in Germany.*

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## REVISION HISTORY

REVISION DATE	REVISIONS	BOT APPROVAL DATE
1/8/18	Initial Version	1/16/18
1/24/18	Added date approved to cover page	1/16/18
1/24/18	Edited language outlining responsibility for implementation and oversight (p. 11)	1/16/18

## EXECUTIVE SUMMARY

This strategic plan charts a course for the Southwest Harbor Public Library to strengthen its organizational and personnel structures, to assess and prioritize a growing commitment to its services and programs, and to build its capacity to support continuing growth to serve its constituents and community well.

After significant outreach and input, the Trustees and staff identified three broad, strategic goals to guide their work for the next three years:

- Ensure a Maintainable/Sustainable Organizational Structure *that effectively engages a high-functioning Board of Trustees, supports staff, and enables the Library to provide excellent services, programs, and activities.*
- Ensure Maintainable/Sustainable Core Library Services and Facilities, *which requires regular and thoughtful evaluation and prioritizing in order to provide the excellent services and programs, supported by the facilities they require, for which the Library is known and respected.*
- Grow Sustainable Funding, *which will enable the Library to respond and adapt to the community's needs and interests, as determined appropriate by the Board and staff.*

Each goal is followed by a series of action plans – ranked by priority and with detail on timeframe, financial implications, board, staff, and volunteer assignments – to serve as a guide for the Library's work between 2018-2020. The plan outlines a variety of "Measures of Success" to serve as tools to help evaluate the progress and effectiveness of the Library's work, but which are not a comprehensive list of accomplishments to be expected from the action plans. The staff and Trustees are committed to evaluating the Library's work annually, in order that course corrections can be made as needed.

## **SOUTHWEST HARBOR PUBLIC LIBRARY BACKGROUND**

The Southwest Harbor Public Library began as a volunteer's book collection for the benefit of the local community and visitors to Southwest Harbor. A building to house the Library was built in 1895, designed by Eleazer Bartlett, and the main Reading Room remains much as it was then.

Over the years, the Library has honored its history, protecting the essential character that has been beloved and supported by its patrons and community while also growing and adapting to meet the changing needs and interests of those patrons and the community. As well as providing traditional services for adults, the Library recognizes its role and responsibilities as a community leader in children's literacy services.

As part of the strategic planning process, the Library administered a survey to its patrons and the surrounding communities; interviewed the Trustees and staff; and solicited input from key stakeholders and partners.

Among the findings from the survey are the following:

- 393 individuals responded to the Library's survey – a response rate of 15.7% to the e-blast invitations, and an 11.4% response to the postal patron postcard invitation to take the survey.
- Comments reflected a high regard for the Library's programs, print materials, the welcoming space, and the staff. When asked to tell us what keeps them coming back to the Library, 115 commenters noted the friendly, welcoming, and helpful staff.
- Four services ranked highest among respondents (ranked "somewhat important," "important," or "very important"):
  - Lending of print books (91.5%)
  - Programs for adults (76.1%)
  - Assistance from the librarians (74.8%)
  - Programs for senior adults (70.6%)
- The three lowest ranked services were:
  - Lending of a telescope (23.9%)
  - Resources to search online for a job or apply for a job (29.8%)
  - Fax services (33.9%)
- Respondents ranked their satisfaction ("generally satisfied" or "completely satisfied") with all library services at 70.3% and above.
- The top ranked adult programs (ranked "somewhat important," "important," or "very important") were:
  - Historical, especially Maine (69.4%)
  - Local interest (67.8%)
  - Author events (65%)
  - Environmental issues (63.9%)
  - Science/health (63.9%)
  - World affairs/current events (59.3%)

- The two adult programs receiving the lowest “importance” ranking were:
  - Poetry (36.3%)
  - Financial management (34.3%)
- Five children’s programs ranked highest (“somewhat important,” “important,” or “very important”) by respondents with experience of these programs:
  - Weekly story times (80.3%)
  - Evening events for children and families (75.4%)
  - Summer Reading Rewards program (69.5%)
  - Summer Story Camp (69.2%)
  - Reader Dog (68.9%)

The following observations are drawn from the survey comments and from the Trustee and staff interviews:

- The current, highly regarded Library Director is retiring, and the Library needs to identify and recruit for the most important skills and abilities to manage growing library roles – increased programming, technology, and staff management.
- The Library’s staff compensation needs to be reviewed and adjusted, to keep and to recruit staff. The Library needs to consider ways to support staff through performance reviews, professional growth opportunities, and means for career growth.
- There is a growing demand on the Library’s meeting and program spaces; the Library may find opportunities to collaborate and use alternative spaces in the community to meet its needs. The staff workspace does not support staff needs for concentration and privacy, but there is not a strong consensus on how to address these needs.
- The Library’s organizational structure needs strengthening; among the concerns:
  - The Library has an excellent volunteer base, with a few leading or supporting important management needs; the Library needs to plan for succession of those volunteers, including key board positions.
  - Committees need to be reviewed and revitalized, and all Trustees need to be engaged in support of the Library.
  - The Library needs to build its fundraising ability and continue to build its endowment.

In the course of soliciting input, the Library interviewed more than a dozen donors and stakeholders, including the Town of Southwest Harbor Selectboard, and six partner organizations (Harbor House Community Service Center, Island Readers & Writers, Jesup Memorial Library, Mount Desert Island High School, Northeast Harbor Library, St. John the Divine Episcopal Church). Much of what we heard supported what was shared through the survey and Trustee/staff interviews, noting satisfaction and respect for the Library’s work and for its

creative programs. A few particularly notable thoughts, however, that reflect the partners' perspective include:

- It would be helpful for the island libraries to meet regularly to discuss topics, and thereby to improve communication.
- There is a strong theme of collaboration in the Library's work, which is appreciated.
- There was recognition of the benefits of collaboration, and a recommendation for even closer collaboration in the planning of programs, in order to understand and balance partners' goals with the Library's, and an opportunity to review and learn from the program experience. Also, partners can be resources, providing perspectives from their experience when the Library is planning new programs.

Other background information – from four-year reports (2013-2016) on circulation, programming, and visitation numbers, among other sources (listed in Appendix A) – reflects the following:

- Circulation of adult print materials decreased over the four years (-10.9%), and digital downloads increased by 57.3% with new digital patrons increasing by 302%.
- Circulation of children's, juvenile, young adult print and other materials – including audio CDs, magazines for parents, books/CDs, etc. – rose by 12.1%.
- In-person visitation to the Library rose 4.4%.
- Unique visitors to the Library's website increased 28.3% from 2013 to 2016, with an additional 45.2% increase in 2017 as of early October.
  - Adult programming has increased 259% since 2013; children's and young adult programming are up 81%.
  - Library staffing has remained essentially unchanged in that time with four full-time staff and five part-time staff in 2013, and the same number of F/T and P/T staff in 2017, with the addition of one paid sub.
  - With more happening at the Library, the Trustees and staff need to assess and prioritize services and programming, and build financial capacity to fund ongoing program commitments.
- As with every non-profit, adequate funding is a concern, including raising annual unrestricted funds, the uncertainty of soft funding (such as grants or restricted donations) for ongoing programs, developing sustainable funding sources, and the possibility of a capital campaign.
- There is not a consensus to "build" or "not build," whether it's the "small" plan (with the primary focus on renovating the staff space) or the "big" plan to build an additional second story space, among other improvements. This creates a tension that needs to be settled; the largest concerns center around competing for resources (internally and externally) and a deep concern about losing the historic, and essential, character of the Library.

## **MISSION**

Southwest Harbor Public Library inspires and supports the enjoyment of life-long learning, the love of literacy, and the exploration of new ideas, welcoming everyone through its doors.

## **VISION**

Southwest Harbor Public Library will be a sustainable well-funded library that:

- Encourages literacy and the enjoyment of reading;
- Offers and hosts programs for the community on a variety of topics;
- Supplies, and provides access to, reliable information, guides people to resources, and develops information literacy;
- Provides safe and secure access to up-to-date, well-maintained technologies;
- Expands the reach of the Library to those who may be currently underserved.

## **VALUES**

Southwest Harbor Public Library strives to exemplify four critical values in achieving its mission and goals:

- **SERVICE** – Analyze and meet the informational and resource needs of our communities; seek out new and creative methods to improve our services.
- **STEWARDSHIP** – Build and preserve, by economic and efficient techniques, all aspects of the Library for the benefit of current and future generations.
- **COLLABORATION** – Encourage involvement of the Board, the staff, and our communities in our processes of planning, implementing, evaluation, and improving programs and activities; collaborate to communicate clearly, consistently, and openly in a timely manner.
- **EXCELLENCE** – Strive for the highest quality in every aspect of our services, programs, and activities.



## STRATEGIC GOALS

### **Strategic Goal #1:**

Ensure a Maintainable/Sustainable Organizational Structure *that effectively engages a high-functioning Board of Trustees, supports staff, and enables the Library to provide excellent services, programs, and activities.*

### **Strategic Goal #2:**

Ensure Maintainable/Sustainable Core Library Services and Facilities, *which requires regular and thoughtful evaluation and prioritizing in order to provide the excellent services and programs, supported by the facilities they require, for which the Library is known and respected.*

### **Strategic Goal #3:**

Grow Sustainable Funding, *which will enable the Library to respond and adapt to the community's needs and interests, as determined appropriate by the Board and staff.*

## ACTION PLANS GLOSSARY

1. B&G	Buildings and Grounds
2. BDC	Building Design Committee
3. BOT	Board of Trustees
4. DA	Digital Archive Committee
5. Dev Comm	Development Committee
6. Dev Mgr	Development & Marketing Manager
7. DA	Digital Archive Committee
8. Endow Comm	Endowment Committee
9. EC	Executive Committee
10. FIC	Finance & Investment Committee
11. FR	Fundraising
12. GNC	Governance & Nominating Committee
13. Gov TF	Governance Task Force
14. JD	Job description
15. LD	Library Director
16. Org TF	Organizational Task Force
17. Q1, Q2...	Quarter 1, Quarter 2, etc. (quarters of the fiscal/calendar year)
18. Search Comm	Search Committee
19. TBD	To be determined
20. Tech Comm	Technology Committee

## COMMITTEE AND TASK FORCE MEMBERSHIPS

*[Add listing of all SWHPL Committees – Charles will distribute lists for review, SWHPL staff (or consultant) will insert and format]*

Governance Task Force: *charged to review and recommend Board governance structures, policies, procedures, and governing documents.*

1. Karen Reardon Kupiec, convener
2. Beth Pfeiffer
3. Kate Pickup-McMullin
4. Charles Stanhope, ex officio

Organizational Task Force: *charged to review the Library's organizational structure, staffing, and needs.*

1. Beth Pfeiffer, co-convener
2. Mary Anne Mead, co-convener
3. Amanda Crafts
4. Linda Hayward
5. Vesta Kowalski
6. Karen Reardon Kupiec
7. Charles Stanhope, ex officio

## STRATEGIC PLAN GOALS: ACTION PLAN

*NOTE: The actions listed under each Strategic Goal have associated tasks, listed in an implementation plan, separate from this document. Implementation of the Strategic Plan is a primary responsibility of the Library Director (LD). The Board Chair will be responsible for oversight of implementation until the new LD is hired, and the Board of Trustees will provide general oversight throughout the implementation of the Plan.*

### STRATEGIC GOAL #1:

Ensure a Maintainable/Sustainable Organizational Structure that effectively engages a high-functioning Board of Trustees, supports staff, and enables the Library to provide excellent services, programs, and activities.

MEASURES OF SUCCESS:		
<ol style="list-style-type: none"> <li>1. New Library Director is on board, with opportunity for two-week transition time with retiring Library Director. (2018 Q1)</li> <li>2. Library has a sustainable and high-functioning Board of Trustees, of adequate size to meet the need of the organization overall. (2018 Q2)</li> <li>3. Library has adequate, well-structured and functioning Board committees to implement the strategic plan with staff, and to oversee BOT responsibilities. (2018 Q2)</li> <li>4. Staff compensation is competitive with similar organizations (by size, budget, and regional economy) and with other positions that require similar training/experience and responsibilities. (2020 Q1)</li> </ol>		
ACTIONS YEAR 1 (2018)	ACTIONS YEAR 2 (2019)	ACTIONS YEAR 3 (2020)
G1/A1: Recruit and hire new Library Director.	G1/A8: Review and strengthen personnel management procedures.	
G1/A2: Create a Governance Task Force charged to review and recommend Board governance structures, policies, procedures, and governing documents.		
G1/A3: Revise and update certain board procedures and practices.		
G1/A4: Establish and charge an Organizational Task Force with the review the Library's organizational needs, structure, and staffing.		
G1/A5: Develop adequate pipeline of Trustee candidates.		
G1/A6: Recommend best practices to meet the distinctive needs of the Library.		
G1/A7: Determine recommended compensation for paid staff.		

**STRATEGIC GOAL #2:**

Ensure Maintainable/Sustainable Core Library Services and Facilities, which requires regular and thoughtful evaluation and prioritizing in order to provide the excellent services and programs, supported by the facilities they require, for which the Library is known and respected.

MEASURES OF SUCCESS:		
1. Policies and procedures are in place to assess services and programs, and current services and programs have been assessed and prioritized. (2018 Q3) 2. Soft-funded programs have been evaluated and funding sources identified. (2018 Q2) 3. A Digital Archive plan is in place. (2018 Q3)		
ACTIONS YEAR 1 (2018)	ACTIONS YEAR 2 (2019)	ACTIONS YEAR 3 (2020)
G2/A1: Identify and assess core and auxiliary library services and programs.		
G2/A2: Assess Digital Archive program, and develop a long-term plan.		
G2/A3: Provide up-to-date and well-maintained technology for staff and patrons.		

**STRATEGIC GOAL #3:**

Grow Sustainable Funding, which will enable the Library to respond and adapt to the community's needs and interests, as determined appropriate by the Board and staff.

MEASURES OF SUCCESS:		
<ol style="list-style-type: none"> <li>1. Financial Forecasting Tool is in place, informing 2018 budget development. (2018 Q1)</li> <li>2. New Development and Marketing Director on board. (2018 Q1)</li> <li>3. Development Committee established and functioning (w/Endowment Committee represented). (2018 Q1)</li> <li>4. Policies and procedures for soft-funded projects are in place and in use. (2018 Q2)</li> <li>5. Development Plan approved and underway. (2018 Q1)</li> <li>6. Consensus on capital improvements reached, and implementation plan approved. (2018 Q4)</li> </ol>		
ACTIONS YEAR 1 (2018)	ACTIONS YEAR 2 (2019)	ACTIONS YEAR 3 (2020)
G3/A1: Hire and coordinate goals and implementation planning with Development & Marketing Manager.	G3/A7: Build endowment to accommodate ongoing capital needs, staffing, and other associated needs.	
G3/A2: Write a comprehensive financial plan that addresses Actions 3-10 and includes other actions to be determined.		
G3/A3: Re-establish a Development Committee to assist with fundraising and marketing.		
G3/A4: Create policies and procedures to guide development and continuation of soft-funded programs (**) that address acceptance criteria, priorities, and funding sources. (G3/A4)		
G3/A5: Cultivate current major donors.		
G3/A6: Identify new major donor prospects.		
G3/A8: Increase grant income.		

ACTIONS YEAR 1 (2018)	ACTIONS YEAR 2 (2019)	ACTIONS YEAR 3 (2020)
G3/A9: Enhance reserves, such as for building maintenance, equipment, rainy day.		
G3/A10: Reach consensus on Capital Improvement needs, with plan to implement.		

\*\* Soft-funded programs are funded from sources such as grants or restricted, rather than from unrestricted income. Budgeting for these programs is often if/then: i.e., if funding is received, then the program is undertaken/continued.

## STRATEGIC PLAN FINANCIAL IMPLICATIONS

STRATEGIC GOAL: ACTIONS	ESTIMATED COST
1.1.2 Develop LD job description, recruit, interview, and recommend top candidates to BOT to interview/hire.	\$ _____ <i>[Advertising, salary (difference).]</i>
1.7.1 Assess appropriateness of staff compensation, compared with organizations of similar size and budget, mission, regional economy, and positions requiring similar experience and responsibilities.	\$ _____ <i>[Potential adjustments to staff compensation.]</i>
1.7.2 Structure job descriptions related to needs, ensure JDs fit time requirements to accomplish responsibilities	\$ _____ <i>[Potential staff adjustments; e.g., to staff and/or compensation.]</i>
1.8.1 Develop staff and volunteer succession planning.	\$ _____ <i>[Potential increase in staff training expenses and/or compensation.]</i>
1.8.2 Analyze use of paid vs. volunteer staff.	\$ _____ <i>[Potential adjustment to staffing with associated compensation costs.]</i>
1.8.4 Design and implement staff professional development plans.	\$ _____ <i>[Training and travel expenses.]</i>
2.2.3 Assess adequacy of staffing (number of staff/hours and skills) to implement and manage core services and programs.	\$ _____ <i>[Possible staffing adjustments, with associated costs.]</i>
2.3.2 Develop/implement Digital Archive maintenance plan.	\$ _____ <i>[Possible compensation costs for data entry staff or archivist.]</i>
2.4.3 Create a schedule for replacing/updating tech equipment.	\$ _____ <i>[Possible expense to replace/update equipment.]</i>
3.1.1 Advertise, review applications, conduct interviews, check references, negotiate hiring.	\$ _____ <i>[New staff salary.]</i>
3.5.1 Identify donor cultivation approaches in Development Plan.	\$ _____ <i>[Possible expense to produce donor outreach materials.]</i>
3.7.1 Determine appropriate FR goal to build Endowment [separate from capital improvements], incorporating Org TF findings.	\$ _____ <i>[Funding goal up to \$1M - TBD.]</i>
3.7.2 Carry out targeted campaign to raise endowment funds.	\$ _____ <i>[Potential consultant fees, materials.]</i>

**STRATEGIC PLAN FINANCIAL IMPLICATIONS (cont.)**

<p>3.10.1 Develop consensus on space needs for staff work and services and the rehab alternatives to be undertaken.</p>	<p>\$_____</p> <p><i>[Construction costs and increased endowment, ranging up to \$1.5M.]</i></p>
<p>3.10.2 Develop/begin implementation plan for capital improvements.</p>	<p>\$_____</p> <p><i>[Contractor and construction costs.]</i></p>
<p>3.10.3 Create Capital Campaign Comm. (working w/Devel. Comm.) and develop plan to raise funds and accomplish work, as needed.</p>	<p>\$_____</p> <p><i>[Possible consultant fees.]</i></p>