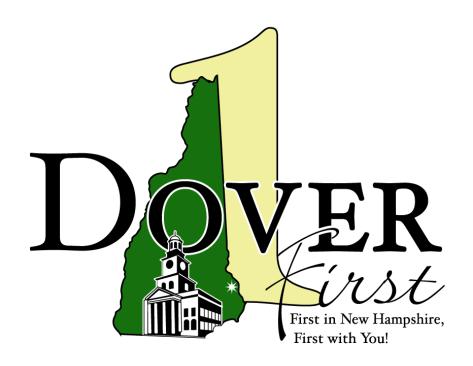**City of Dover, NH**

"Empowering People. Evolving Innovation."

Dover Public Library Strategic Plan 2017--2022

March 2017

Introduction

The Dover Public Library's Strategic Plan for 2017-2022 is the product of an inclusive planning process involving library staff and two representatives each from the library's Board of Trustees and the Friends of the Dover Public Library. A short public survey (distributed via Facebook, see Appendix) received 244 customer responses which were also factored into our planning decisions.

As part of the City of Dover's Framework for Performance Excellence, each department develops its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Strategic Plan reviews identified issues and challenges for the Department organized around four major goals:

Goals

A. **Public Information, Outreach, and Engagement** - Increased public awareness and understanding of issues and ensure public participation is vital to the continued success of all public organizations.

B. **Workforce Development and Management** - Attracting, developing, and retaining a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate service delivery.

C. **Organizational Excellence and Customer Service** – By maintaining effective internal systems and processes we enhance overall organizational performance and responsiveness to customer needs and expectations.

D. **Infrastructure and Technological Assets** – Through the application of efficient and modern use of technology and infrastructure staff is able to accomplish high quality services delivery.

Each of these four Goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

Vision Statement

The Public Library's overall vision statement is as follows:

"To be a public library which fosters curiosity in every segment of the Dover community by providing a wide range of resources and experiences, both virtually and in a dynamic physical environment."

Mission Statement

The Dover Public Library's organizational mission statement reflects the purpose of the library's existence and its ongoing efforts.to provide high quality services:

"The Dover Public Library supports lifelong engagement in reading, discovering, learning, and creating, and delivers what we call "Solutions and Delight" to the community."

Core Values

The first five core values listed below represent the beliefs and behaviors by which all members of the City of Dover organization conduct ourselves. The Dover Public Library has added a sixth to the list. These core values provide a common basis for making and evaluating all decisions and actions:

Customer-Focused Service – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

Integrity – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

Innovation – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

Accountability – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

Stewardship – We serve as trusted stewards of the public's financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

Professional Ethics -- We are guided by the Code of Ethics of the American Library Association, the Library Bill of Rights, and ALA's Freedom to Read Statement. We adhere to ALA policies on freedom of expression and free access to ideas. We endorse equity, intellectual freedom, privacy, net neutrality, diversity and inclusion, and reject censorship or any abridgement of a user's rights based on their origin, age, background, or views.

Emerging Issues and Challenges

Issues and Challenges

During a lengthy SWOO (Strength, Weakness, Opportunities and Obstacles) analysis session (see Appendix) by the library's Strategic Planning Committee, issues and challenges were compiled for each of the four goal areas.

The foremost and most prominent challenge at the Library is the attractive, but certainly outmoded, 1905 Carnegie building and its 1988 addition (total 24,000 square feet). With its tightly-packed inflexible spaces, immovable stacks, compartmentalized sections with few electrical outlets, limited group study areas, no classroom/lab for technology teaching, and few comfortable seating zones, the building's interior does not meet many modern standards for a technologically-adept, accessible, and multipurpose facility.

Library staff hear daily "how beautiful" our building is, and public sentiment does not want that to change. Yet, to many non-users, the building's traditional façade represents history, archives, and musty tomes of old. Non-patrons are usually surprised when told that the library receives new, popular and in-demand books weekly, that we loan DVDs, CDs, music, and ebooks, that we offer streaming and downloadable digital content through our website, including audiobooks, comics, movies and TV shows, and that we subscribe to dozens of remotely searchable databases.

At age 112, the library building's 19th century design limitations and constrained capacities are reflected in each of the four goal areas below.

Goal A: Public Information, Outreach, and Engagement

1. Reaching non-users about what services the library offers
2. Generating more publicity for library services/programs/events without paying for advertising
3. Creating spaces for both group and quiet study, for classroom/lab area, for improved displays and signage
4. Reaching out to groups and organizations beyond our four walls

Goal B: Workforce Development and Management

5. Dedicating time for whole-staff meetings and Staff Development Day
6. Providing educational opportunities and a path to full-time positions for part-time staff wishing to advance
7. Budgeting for new FT position for public relations/marketing/graphic arts/social media director
8. Recruiting additional volunteers for meaningful projects

Goal C: Organizational Excellence and Customer Service

9. Developing new or improved flexible and comfortable spaces for emerging community wants/needs
10. Rearranging and reclassifying some library collections for ease of discovery (UX)
11. Offering new services (in-house and online) to attract new users (and keep current ones engaged)
12. Expanding programming for special (underserved) populations
13. Budgeting to add Thursday evening hours to library schedule

Goal D: Infrastructure and Technological Assets

14. Making much-need cosmetic and technological improvements to interior spaces
15. Budgeting for additional custodial staff and more security measures
16. Making continued improvements to library website
17. Creating spaces for new work/lab/study/create/play areas
18. Making shared municipal parking lot more capacious and easier to maneuver

Action Plan: Goals, Objectives, Actions & Outcome Measures

The responses to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

A. Public Information, Outreach, and Engagement
B. Workforce Development and Management
C. Organizational Excellence and Customer Service
D. Infrastructure and Technological Assets

The Matrix also:

- Identifies the timeline for implementing each Action
    - Ongoing: Actions which are continuous or are already being carried out
    - Short: Actions which should be undertaken in 1-2 years
    - Medium: Actions which should be undertaken within 3-5 years
    - Long: Actions which will take more than 5 years to be initiated or completed.
- Identifies the responsible person or people tasked with performing the Action
- Indicates which Issue or Challenge is being addressed by the proposed Action

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	**Public Information, Outreach, and Engagement**			
Objective A.1	**To reach and engage non-users**			
Action A.1.1	Subscribe to "Linked Data" in order for library holdings to show in Google searches	Short	TechLibn	1 & 2
Action A.1.2	Assemble "Memory Lab" equipment & software, and develop training schedule for public classes in its use.	Short	TechLibn	1
Action A.1.3	Expand programming for all ages, specifically to special interest or underserved groups.	Ongoing	ALL	1 & 4
Action A.1.4	Publicize library as a Passport Acceptance Facility.	Ongoing	LibDir	1
Action A.1.5	Eliminate daily time limits on public computers.	Short	TechLibn	1
Action A.1.6	Add more databases and incorporate digital magazine subscriptions for patrons to download.	Ongoing	Reference	1 & 2
Objective Outcome Measure	**% increase in borrowers and in daily visitors**			
Objective Outcome Measure	**# of Makerspace users (adult & Children's Room)**			
Objective Outcome Measure	**% increase in library website visits**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	**Public Information, Outreach, and Engagement**			
Objective A.2	**To generate more publicity for library services and programs**			
Action A.2.1	Implement use of "Facebook ads" to promote programs to customers.	Short	Reference	2
Action A.2.2	Add "Snapchat" to library's social media platforms.	Short	AdultServices	1,2
Action A.2.3	Improve staff's graphic designs skills.	Short	ALL	3
Action A.2.4	Target special audiences for appropriate programs and seek new distribution channels.	Short	ALL	2
Action A.2.5	Recruit volunteer to hang posters around town/ at City Hall.	Short	LibDir	2
Action A.2.6	Publish more historical photos online to highlight library's vast historical resources.	Ongoing	Reference	1,2
Action A.2.7	Create slideshows and video presentations for Channel 22 and website.	Short	TechLibn	1,2
Action A.2.8	Implement inbound and content marketing concepts into library promotions.	Short	LibDir	2
Action A.2.9	Attend/participate in more community events as "The Library".	Short	ALL	1,2
Action A.2.10	Hire FT marketing/design professional to lead PR and publicity efforts.	Medium	LibDir	2
Action A.2.11	Partner and collaborate with other agencies for like purposes.	Ongoing	ALL	4

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Action A.2.12	Create "New Resident" packets containing library information.	Short	AdultServices	1,2
Objective Outcome Measure	**# of program attendees**			
Objective Outcome Measure	**# of database users, social media followers**			
Objective Outcome Measure	**# of new registrations**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	**Public Information, Outreach, and Engagement**			
Objective A.3	**To reconfigure interior spaces for immediate customer engagement**			
Action A.3.1	Non-Dewey travel, sports, and cookbook collections to BISAC system.	Short	Cataloguer	3
Action A.3.2	Consolidate print magazines into smaller footprint, creating new, useable space in addition.	Short	LibDir	3
Action A.3.3	Devise plan to move 800s & 900s from mezzanine, therefore denoting that whole space to Teen Loft.	Medium	AdultServices	3
Action A.3.4	Develop "Family Place Library" space in Children's Room.	Short	Child.Libn	1,3
Action A.3.5	Design new signage and wayfaring markers.	Short	Adult Services	3
Action A.3.6	Create end-cap display spaces for stack area books.	Short	Adult Services	3
Action A.3.7	Determine semi-permanent public spot for Memory Lab equipment.	Short	TechLibn	3
Action A.3.8	Create a classroom/computer lab area for teaching/group lessons.	Short	LibDir	3
Action A.3.9	Carve out niche spaces for group study or tutelage.	Short	LibDir	3
Action A.3.10	Designate one area of building as "Quiet Study only".	Short	LibDir	3
Action A.3.11	Replace outdated Adult Circulation Desk with new service-oriented counter.	Medium	AdultServices	3
Objective Outcome Measure	**# of "classroom" attendees**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Objective Outcome Measure	# of public meetings held			
Objective Outcome Measure	% satisfied w/library services as recorded in National Citizen Survey			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal A	**Public Information, Outreach, and Engagement**			
Objective A.4	**To reach out to groups & organizations beyond library's four walls**			
Action A.4.1	Increase PT hours for desk coverage so that FT professionals can deliver services/programs to other sites in the community.	Short	LibDir	4
Action A.4.2	Grow relationships with other city agencies and organizations, to share resources, promote mutually beneficial services, and aid their mission and ours.	Ongoing	ALL	1,4
Action A.4.3	Send "library info" packets to clubs, organizations, civic groups, non-profits, etc. and use Channel 22 as a promotional tool.	Short	Adult Services	2,4
Action A.4.4	Have a library presence at community events.	Ongoing	ALL	1,4
Objective Outcome Measure	**# of outreach visits to organizations and events**			
Objective Outcome Measure	**# of contacts that resulted in shared value to each organization**			
Objective Outcome Measure	**% increase in new borrowers as a result of community outreach**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	**Workforce Development and Management**			
Objective B.1	**To dedicate time for whole-staff meetings and an annual Staff Development Day**			
Action B.1.1	Choose mutually agreeable time (before opening or after closing) for quarterly staff meetings	Short	LibDir	5
Action B.1.2	Seek permission to close library one day annually for Staff Development Day.	Short	LibDir	5 & 6
Action B.1.3	Engage speakers/develop topics for Staff Development Day.	Short	LibDir	6
Objective Outcome Measure	**% increase in employee job satisfaction as recorded in National Employee Survey**			
Objective Outcome Measure	**% increase in "career pathway" possibilities as recorded in National Employee Survey**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	**Workforce Development and Management**			
Objective B.2	**To provide continuing education and pathways to full-time employment for career-minded part-time staff**			
Action B.2.1	Advocate for a city-funded tuition reimbursement program for library employees.	Medium	LibDir	6
Action B.2.2	Move qualified PT employees into FT positions as resources allow.	Medium	LibDir	6
Action B.2.3	Encourage enrollment in Lynda.com courses as paid time away from public desks.	Short	LibDir	6
Action B.2.4	Increase staff development budget for attendance at webinars, conferences, etc.	Short	LibDir	6
Objective Outcome Measure	**# of library employees pursuing graduate level courses**			
Objective Outcome Measure	**# of job-related courses, webinars, etc., taken by employees**			
Objective Outcome Measure	**# of FT employees at the library**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

ShortGoal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	**Workforce Development and Management**			
Objective B.3	**To hire a marketing/public relations/ graphic design professional**			
Action B.3.1	Develop written job description and hours for new position.	Short	LibDir	7
Action B.3.2	Request funding for new position	Short	LibDir	7
Action B.3.3	Advertise and hire for new position.	Medium	LibDir	7
Objective Outcome Measure	**% increase in attendance at library programs**			
Objective Outcome Measure	**% increase in awareness of library services as measured in National Citizen Survey**			
Objective Outcome Measure	**# of press releases generated/published by media outlets**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal B	**Workforce Development and Management**			
Objective B.4	**To recruit additional volunteers for meaningful projects**			
Action B.4.1	As needs arise, advertise for qualified, talented volunteers for library projects, freeing	Ongoing	ALL	8
Action B.4.2	Train, supervise, manage and reward volunteers regularly.	Ongoing	ALL	8
Objective Outcome Measure	**# of volunteers at the library**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	**Organizational Excellence and Customer Service**			
Objective C.1	**To develop new adaptable, comfortable spaces for varied uses by customers**			
Action C.1.1	Analyze all current spaces and their current uses.	Short	LibDir	9 & 10
Action C.1.2	Consolidate print magazines into smaller footprint, adding new useable space to the addition.	Short	Reference	10
Action C.1.3	Convert mezzanine to be entirely for Teen Loft area.	Medium	Reference	10
Action C.1.4	Renovate Story Hour Room to be Family Place Library	Short	Child.Libn	10
Action C.1.5	Devise flexible, adaptable area for classroom teaching.	Short	TechLibn	9
Action C.1.6	Create semi-permanent spot for Memory Lab equipment.	Short	TechLibn	9
Action C.1.7	Create "Quiet Zone" and group study spaces.	Short	LibDir	9
Objective Outcome Measure	**# of positive comments from customers**			
Objective Outcome Measure	**% increases in responses about library facility on National Citizen Survey**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	**Organizational Excellence and Customer Service**			
Objective C.2	**To rearrange and reclassify some library collections for easy of discovery (UX)**			
Action C.2.1	Convert travel books to non-Dewey BISAC scheme.	Short	Cataloguer	10
Action C.2.2	Convert sports books to non-Dewey BISAC scheme..	Medium	Cataloguer	10
Action C.2.3	Convert cookbooks to non-Dewey BISAC scheme.	Medium	Cataloguer	10
Objective Outcome Measure	**% increase in Travel books' circulation**			
Objective Outcome Measure	**% increase in Sports books' circulation**			
Objective Outcome Measure	**% increase in Cookbooks' circulation**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	**Organizational Excellence and Customer Service**			
Objective C.3	**To offer new services, both to attract new users and to keep current customers engaged**			
Action C.3.1	Continue to grow the Children's Room Makerspace	Ongoing	Child.Libn	11
Action C.3.2	Design and open a Family Place Library	Short	Child.Libn	11 & 12
Action C.3.3	Purchase equipment and software to begin "Memory Lab" service.	Short	Tech.Libn	11
Action C.3.4	Add popular selection of digital magazines to patron selections.	Ongoing	Reference	11
Action C.3.5	Add Consumer Reports online database.	Short	Reference	11
Action C.3.6	Subscribe to "Linked Data" service	Short	TechLibn	11
Action C.3.7	Promote passport services available at the library.	Ongoing	LibDir	11
Action C.3.8	Offer online "New Borrower" registration form	Short	TechLibn	11
Objective Outcome Measure	**# of Makerspace Visits**			
Objective Outcome Measure	**# of Family Place visits**			
Objective Outcome Measure	**# of Memory Lab uses**			
Objective Outcome Measure	**# of digital magazine downloads**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Objective Outcome Measure	**# of library inquiries as result of search engine discovery**			
Objective Outcome Measure	**# of passports executed**			
Objective Outcome Measure	**# of online borrower new registrations**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	**Organizational Excellence and Customer Service**			
Objective C.4	**To expand programming for special and/or underserved populations**			
Action C.4.1	Seek contacts with leaders of developmentally disabled/mentally challenged groups to determine what library could offer them.	Short	Adult Services	11 & 12
Action C.4.2	Seek contacts with leaders of senior citizen organizations to determine what services could be offered to the older population.	Short	Adult Services	11 & 12
Action C.4.3	Seek contacts with family counseling/early literacy/parenting associations to determine focus of library's Family Place Library.	Short	Child.Libn	11 & 12
Action C.4.4	Take suggestions from newly formed Teen Advisory Board for new programming that appeals to young adults.	Ongoing	Reference	11 & 12
Objective Outcome Measure	**# of programs devised and offered to "special" populations**			
Objective Outcome Measure	**# of attendees at "special" programs**			
Objective Outcome Measure	**# of attendees at Family Place programs**			
Objective Outcome Measure	**# of attendees at teen/young adult programs**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	**Organizational Excellence and Customer Service**			
Objective C.5	**To add Thursday evening hours to the library's schedule**			
Action C.5.1	Request funding to staff library from 5:30—8:30pm on Thursdays, year-round.	Short	LibDir	13
Action C.5.2	Schedule additional library programs plus offer space for public meetings on Thursday evenings.	Short	AdultServices	13
Objective Outcome Measure	**# of library visitors on Thursday evenings**			
Objective Outcome Measure	**# of programs offered on Thursday evenings**			
Objective Outcome Measure	**# of public meetings booked for Thursday evenings**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	**Infrastructure and Technological Assets**			
Objective D.1	**To improve/refresh library's interior spaces**			
Action D.1.1	Repair ceilings where needed, then repaint.	Medium	LibDir	14
Action D.1.2	Repaint walls.	Medium	LibDir	14
Action D.1.3	Add electrical outlets and a charging station.	Medium	LibDir	14 & 17
Action D.1.4	Refinish/re-stain original interior woodwork.	Long	LibDir	14
Action D.1.5	Change out "tired" locks and doors.	Medium	LibDir	14
Action D.1.6	Replace outdated Adult Circulation Desk to offer new services more effectively.	Medium	AdultServices	14 & 17
Objective Outcome Measure	**# of patrons commenting favorably on changes & improvements**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	**Infrastructure and Technological Assets**			
Objective D.2	**Add to custodial staff and install more security measures**			
Action D.2.1	Request 20-hr/week PT custodian for nights/weekends.	Short	LibDir	15
Action D.2.2	Install additional security cameras, both interior and exterior.	Medium	LibDir	15
Objective Outcome Measure	**# of instances add'l security cameras aided in solving crimes**			
Objective Outcome Measure	**# of instances having night janitor aided staff and accommodated meetings running past 8:30pm closing time**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	**Infrastructure and Technological Assets**			
Objective D.3	**To continue to make customer-friendly, useful improvements to the library's website**			
Action D.3.1	Mount additional local indexes and resources, created in-house	Short	TechLibn	16
Action D.3.2	Keep website responsive to changes in mobile technology.	Short	TechLibn	16
Action D.3.3	Continually add new content, focusing on ease of navigation and non-jargoned usability.	Ongoing	TechLibn	16
Action D.3.4	Tackle accessibility issues (Jaws screen reader & WAVE evaluator)	Short	TechLibn	16
Action D.3.5	Embed more video on website	Short	TechLibn	16
Objective Outcome Measure	**# of visitors to library website**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	**Infrastructure and Technological Assets**			
Objective D.4	**To repurpose existing spaces to accommodate new technologies and services**			
Action D.4.1	Create flexible, comfortable, multipurpose study/teaching/learning spaces with A/C and determine new PC distribution pattern.	Medium	LibDir	17
Action D.4.2	Create semi-permanent spot for Memory Lab equipment and work area.	Short	TechLibn	17
Action D.4.3	Create display areas in stacks to engage customers.	Short	AdultServices	17
Action D.4.4	Move Friends' merchandise to addition, freeing up prime space at main desk.	Short	AdultServices	17
Action D.4.5	Update and expand library's building-wide paging system.	Medium	LibDir	14 & 17
Objective Outcome Measure	**# of items circulated**			
Objective Outcome Measure	**# of class registrations and # of classes offered**			
Objective Outcome Measure	**# of Memory Lab users**			

Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	**Infrastructure and Technological Assets**			
Objective D.5	**To increase capacity of shared municipal parking lot and improve navigability**			
Action D.5.1	Seek "parking lot issues" consensus from all agencies involved currently.	Short	LibDir	18
Action D.5.2	Seek to fund and hire engineer to develop plan for expanded lot, possible with a second exit.	Medium	LibDir	18
Action D.3.3	Investigate cost of adding a single-level parking desk atop existing lot.	Long	LibDir	18
Objective Outcome Measure	**# of times decreases that the parking lot is full**			
Objective Outcome Measure	**# of patron complaints about parking diminishes**			