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Our Vision
Cook Memorial Library is where the people of Tamworth come together to explore, discover, and connect.

Our Values
We Value:
- The community of Tamworth -- past, present, and future
- Accountability for the public’s resources
- Individual creativity and learning
- Privacy and access to information

Strategic Priorities
- Faster internet
- Deeper community connections and understanding
- Expanded services for older residents
- Programming for teens

Core Services
We are committed to maintaining these core services:
- Building and maintaining a collection that reflects the needs and interests of our community
- Encouraging reading and learning
- Programming for all ages
- Providing access to internet and technology equipment, and assistance for using them

Our Mission
Cook Memorial Library provides educational, cultural, recreational and information resources through the work of its dedicated and knowledgeable staff. The library offers opportunities for learning, leisure reading, local history and genealogy preservation, study and research. It is accessible to all as a welcoming and comfortable center of community activity.
Overview

Process

Cook Memorial Library’s most recent Long Range Plan was adopted in 2010. It listed a set of goals and strategies to use when planning library programs and services for five years through 2015. In 2015, Library Director Jay Rancourt retired and Mary Cronin was hired as the new Library Director. In 2015, the Trustees decided to wait to begin the next phase of strategic planning until the new Director had time to learn about the library and its community. In July 2017, Trustees and Director began the process of making a new strategic plan.

Members of the Board of Trustees in 2017 and 2018 are Anne Chant, Chair; Sheryl Power, Vice Chair; Allie Kaplan-Thompson, Treasurer; Robin Gordon, Secretary; Linda Bittner (resigned July 2018); Evan Henderson; Skip Nason; Nathaniel Winship (appointed August 2018).

Trustees began by following recommendations in the Action Guide developed by The Aspen Institute in 2016 which used an updated framework for assessing libraries by gathering community input. Trustees and Director felt this guide offered a sustainable approach to planning that emphasizes building a web of relationships within our community, designing library solutions to meet community needs, and continuing the dialogues that have been started.

In March 2018, Director Mary Cronin attended a one-day Dynamic Planning Institute hosted by the Public Library Association. The guidebook received as part of that training was used for the second phase of the strategic planning process. This guide was developed for use by smaller libraries, and used outward-looking approaches to planning similar to those recommended by The Aspen Institute.

Timeline

- May 2017: Trustees and Director held a “planning to plan” meeting; appointed a committee consisting of Trustees Anne Chant, Linda Bittner, Sheryl Power, and Director Mary Cronin.
- July 2017: Strategic Planning Committee met to discuss framework and timeline for developing the plan.
- September - October 2017: “Did you know...” campaign to inform public about library services and programs. By doing this before gathering community input, the hope was to have more productive dialog when community input was initiated.
  - “Did you know...” messages were followed by examples:
    - that your library has a variety of services for families with children?
    - that your library offers access to technology besides computers and internet?
    - that your library reaches beyond its walls by collaborating with community organizations, delivering materials to shut-ins, visiting schools, sharing resources with other libraries?
● that your library is a center for lifelong learning, and can direct you to materials and information to help you learn a new skill or explore new ideas?

● that if you have an idea for a innovative program/project for this community, your library wants to hear about it and help you make it happen? List examples of ones that have happened.

- November 2017: Trustees decided that entire board would be the Strategic Planning Committee.
- January 2018: Trustees, Director, and Jan Hamel, President of Friends of Cook Memorial Library, met to discuss and plan ways to gather community input, including making a list of community organizations to contact.
- March 2018: Trustees met with Friends of Cook Memorial Library and tested aspirations exercise, a method of finding out what matters to the community developed by Libraries Transforming Communities, an initiative of the American Library Association. Also, Mary Cronin attended the Dynamic Planning Workshop, learning a practical planning process for smaller libraries.
- April 2018: Three “Community Conversations” based on the aspirations exercise were held at the library with 14 participants. In addition, Tamworth Visitors Council conducted their own aspirations exercise and shared notes. Additional feedback was received from community members via email.
- May 2018: Notes from Community Conversations were shared with Selectmen and Planning Board. Director and Trustees decided that community survey would focus on outreach this year, and discussed questions, format and distribution.
- June - July 2018: Staff meeting held to brainstorm library values. Community survey focusing on outreach conducted online via library website, town website, K.A. Brett School newsletter, and social media (Tamworth Exchange, Facebook, Instagram). Paper surveys available at library.
- July 2018: Trustees reviewed survey results, began to develop vision and values statements.
- August 2018: Trustees finalized vision and values statements, and prioritized community needs and library’s strategic priorities for 2019. Reviewed draft of one-page plan and plan narrative. Determined how outcomes would be measured or evaluated.
- September 2018: Identified goals and objectives with Trustees, staff, Friends, and community input. Determined how outcomes would be measured or evaluated. Finalized plan and shared with community.

Looking ahead:

- May 2019: Hold community conversation sessions with focus on facility needs (if carpeting project approved at town meeting) or collections.
- July 2019: Conduct community survey with focus on facility needs (if carpeting project approved at town meeting) or collections.
- August 2019: Review progress on meeting goals in 2018-2020 plan. Identify new or updated strategic priorities based on survey and other community assessments.
Community Profile

Tamworth is a town in central Carroll County, New Hampshire with a population of 2,851. (See Appendix A: Tamworth, NH Demographics, Community, and Statistics Digest for sources of data cited in this community profile.) The median age in Tamworth is 54.2, older than the median for the county as a whole, and projections are that the number of residents age 65 and older will increase and the number of younger residents will decrease over the next 20 years. Tamworth’s median income is lower than Carroll County as a whole, and the number of residents living below the poverty level is higher than the county as a whole, 11.3% to the county’s 10.1%. Tamworth’s tax rate is the highest in Carroll County at $22.94/$1,000.

K.A. Brett School is Tamworth’s public K-8 school. According to New Hampshire Department of Education, in 2017-18 there were 194 students at the school. 47.1% of the students received free or reduced lunch. 2017 test results showed 48.55% of students scored proficient or above in reading, and 33.33% of students in grades 3 to 8 scored proficient or above in math. There are two preschools in Tamworth, Community Kids Preschool & Childcare and Bearcamp Valley School and Children’s Center.

Library Profile (updated from 2010 Strategic Plan)

Cook Memorial Library in Tamworth is one of the four earliest libraries in the state, having been established as Tamworth Social Library in 1796 under the leadership of Rev. Samuel Hidden. The library was adopted by the town as its public library in 1892. The original building was built and dedicated in 1895 with funds donated by the family of Charles Cook. There have been two major additions to the building, the first in the 1980s, with further expansions made in the 2000s in two phases. The building is listed on the National Register of Historic Places.

The library currently has a collection of 25,000 volumes, and offers access to ebooks, downloadable audiobooks and magazines through its membership in New Hampshire Downloadable Books. An online encyclopedia and online genealogy research sites are available to library cardholders. An online archive for local history research is being developed in-house and will be included in the Digital Public Library of America. Interlibrary Loan service offers access to books and other library materials from just about every public and academic library in New Hampshire as well as some out-of-state libraries. In 2017, 15% of physical items loaned to Cook Memorial Library patrons were borrowed from another library.

Cook Memorial Library delivers a wide variety of services to its rural community. Some of its notable strengths include a strong, motivated Board of Trustees; a stable, knowledgeable and enthusiastic staff; a modern and functional facility with meeting rooms in frequent use; a well-managed collection of materials; a dynamic roster of programs for all ages; a modern network of computers for staff and the public; 24/7 wireless internet; an easy to use and informative website plus a growing social media presence; and extensive local history collections. The library and community benefit from the good work of the Friends of Cook Memorial Library,
whose enthusiastic support and innovative ideas have been recognized with awards from the New Hampshire Library Trustees Association.

Library policies are kept up-to-date, with each standing policy reviewed every three years. The Disaster Plan is reviewed and updated yearly. Routine building maintenance and repair is funded through the library’s annual operating budget or, for projects costing $5,000 or more, through the town’s Capital Improvement Program.

Programs, services, and library news are publicized to the local community in a variety of ways: a monthly newsletter in print and to an email list, weekly (at least) messages posted to the Tamworth Exchange community online message board, K.A. Brett School newsletter, press releases and the Tamworth town column in the local newspapers, library’s website and social media pages.

At this time, library circulation is decreasing nationally while library programs are increasing. The Public Library Data Service Report 2017 reports a nationwide 11% decrease in library circulation from 2012 to 2017, and a 17% increase in program attendance. Cook Memorial Library also had an 11% decrease in circulation over the same time period, but a remarkable 74% increase in program attendance.

The Cook Memorial Library’s annual budget for 2018 is $176,597, with $154,923 of the funding coming from taxpayers. The library is open 5 days, 40 hours per week. The library employs one full time director plus seven regular part time employees, with three more very part time employees. Volunteers provided 223 hours of service in 2017. Staffing level at Cook Memorial Library is 2.63 FTE (full time equivalent). The director has a Master of Library and Information Science degree, two staff members have Masters degrees in other disciplines. Library staff members regularly update skills through professional development workshops, online training and library conference attendance.

**Partnering and Outreach**

The library frequently partners with local organizations for programming, including the Tamworth Conservation Commission, the Arts Council of Tamworth, Tamworth Community Nurse Association, and the Tamworth History Center. UNH Cooperative Extension/4-H helps to develop and run STEM programming for children.

Staff and volunteers deliver library materials to shut-ins several times a month; once a month a volunteer takes books, library newsletters and library card applications to the WIC distribution site at Tri-CAP in Tamworth; donated paperbacks are placed in the community room at Remick Acres senior housing and refreshed with new titles monthly. K.A. Brett’s reading teacher and library media specialist work with Cook Memorial Library to deliver student-requested books. K. A. Brett School technology coordinator meets with library staff occasionally to share information and technology training. The Library Director maintains and updates software for the computer used by Tamworth Cemetery Trustees to manage their records. In addition, library staff and
volunteers regularly help local organizations with special projects relating to local history, reading, and finding community connections. For data on library use, see Appendix B: Cook Memorial Library Statistics.

**Technology Review**

Library Trustees have a standing Technology Committee consisting of two Trustees and the Library Director. The committee meets a few times a year, reviews the library’s existing technology and plans what technology equipment will be added in the coming year. Trends in technology use are tracked through library professional journals, conference attendance, and studies published by the American Library Association and the Pew Research Center: Internet and Technology, among others.

Public libraries nationwide continue to bridge the digital divide by providing access to the internet to people who can’t afford internet services in the home or through mobile technology, as well as to people who live in areas that have few or no commercial options for internet access. (Resources: State of America’s Libraries, 2018). At Cook Memorial Library, public computers were used 1,829 times in 2017. The library’s wireless internet connection was used 1,174 times in the building, with many more uncounted wireless uses outside after hours. Other library technology equipment that sees a lot of use is the printer, copier, and fax.

The Cook Memorial Library maintains access to the following:

- Seven public computers with internet access
  - Programs include Microsoft Office applications (Word, Excel, Powerpoint, Publisher), Microsoft Access, Adobe Creative Suite (Photoshop, Illustrator, Acrobat, InDesign and more)
- Wireless internet access with both open and encrypted connections
- Copier/printer, fax and scanner - fees charged for some services
- Other technology devices that are available to use or borrow include digital projectors, iPad and Android tablets, portable DVD and CD players, Mp3 players.
- Thanks to New Hampshire State Library, Cook Memorial Library shares a 3-D printer with area libraries.

Halfway through 2018, the Technology Committee identified faster broadband speed for the library’s internet connection as the most pressing need for technology planning. The speed of the library’s current (August 2018) internet service averages 18 Mbps download/3.5 Mbps upload. Faster internet is increasingly necessary for technology-based programming like Maker Clubs for children, software-based programs, computer training, as well as for providing access to cloud, streaming, videoconferencing, and virtual- and augmented-reality services, and for using “internet of things” applications.
Library Strengths and Areas for Improvement

**Strengths**
Based on answers to the open-ended questions in the community survey conducted in July, the Cook Memorial Library’s strengths are:
- Helpful, friendly staff
- Focus on community
- Variety of programs
- Collections and ability to use interlibrary loan to access items from other libraries’ collections
- Welcoming atmosphere

**Areas for Improvement**
Also based on answers to the community survey conducted, areas for improvement are:
- More computer classes
- More hours
- More programs, especially for older children, teens, young adults, and older adults
- Increased outreach to shut-ins, elderly, handicapped, new residents
- Better promotion of existing resources

Community Needs, with priorities for 2018-2020 noted

**Needs identified in community profile (Appendix A)**
- With Tamworth’s higher poverty rate and lower income compared to county medians, paired with the county’s highest tax rate, the array of freely available library services could benefit many local residents.
- Tamworth families need support in developing reading and math skills in their children.
- **PRIORITY**: Projections that the median age will get older mean that accessible facility and services, and programs and library materials that are of interest and easily used by older adults will become more important.

**Needs identified from technology review (p. 8)**
- **PRIORITY**: The library needs a faster broadband or fiber internet connection.
- Public computers, printing and fax services, and wireless internet are essential services.

**Needs identified from community conversations (Appendix C)**
- **PRIORITY**: There is a strong desire for deeper community connections and understanding. Learning to communicate across divides was mentioned several times.

**Needs identified from community survey (Appendix D)**
- People use social media to learn about library programs and services.
- People are interested in learning more about using library’s online resources.
- People would like to see library news, programs, and services out in the community.
- **PRIORITY**: Teens and older children could use programs specifically for them.
- People wish for fun programs with a social aspect.
Library’s Vision Statement

Cook Memorial Library is where the people of Tamworth come together to explore, discover, and connect.

Library’s Values Statement

We Value:
- The community of Tamworth -- past, present, and future
- Accountability for the public’s resources
- Individual creativity and learning
- Privacy and access to information

Strategic Priorities to focus on in 2018-2020

- Faster internet
- Deeper community connections and understanding
- Expanded services for older residents
- Programming for teens

Goals, objectives, outcomes, and evaluation method for each strategic priority (align with vision and values statements)

**Goal:** what we want to accomplish  
**Objective:** how we plan to accomplish it  
**Outcome:** how we will know if we did accomplish it  
**Evaluation:** how we will measure results

**Faster internet**

**Goal:** Increase bandwidth and reliability of library’s internet connection  
**Objective:** Provide better and more consistent service; provide ability to plan STEM programs that require strong and consistent broadband connection  
**Desired Outcome:** Less frustration, quicker updates and downloads, fewer dropped connections for people using the library’s wireless internet connection  
**Evaluation:** Broadband connection speed tests

**Deeper community connections and understanding**

**Goal:** Bring people with different views together  
**Objective:** Plan programs that encourage discussion and conversation  
**Desired Outcome:** Deeper community connections, more cohesive community  
**Evaluation:** Conduct before and after surveys at programs asking what prompted attendance and whether attendance had any effect on individual connections to community; record answers. In next year’s survey include a
question to determine if people felt that library programs helped develop a stronger community.

**Expanded services for older residents**
- **Goal:** Increase technology support; encourage development of social groups and activities
- **Objective:** Older residents will use the library as a social and learning resource
- **Desired Outcome:** A more engaged and involved older population that takes initiative to start interest groups
- **Evaluation:** Number of programs started and attendance

**Develop programs for teens**
- **Goal:** Encourage teens to develop or create programs they are interested in
- **Objective:** Invite teens to brainstorm ideas for programs
- **Desired Outcome:** Teens see the library as a valuable resource and safe place
- **Evaluation:** Attendance, number of programs developed, and surveys for teens
Appendix A
Tamworth, NH Demographics, Community and Statistics Digest

Library specific
Number of resident (full and part time) cardholders: 1,064 unexpired cards as of 5/7/2018
Number of nonresident cardholders: 111 unexpired cards as of 5/7/2018
Patrons who checked at least one thing out between 1/1/2017 and 5/7/2018: 1,025 (does not include downloadable books)
Average monthly visits in 2017: 1,423
Busiest month in 2017: July with 1,912 visits, with proportionally higher stats for services
 Quietest month in 2017: December with 971 visits

Town of Tamworth
Population: 2,851 (2015 estimate), little change since 2010 census
Projected change in population: 7% growth through 2040
Median age: 54.2 (Carroll County 50.9)
Population projections through 2040: increase in 65 and older, decrease in younger (Carroll County)
Median family income: $60,125 (Carroll County $64,692)
Unemployment rate (2016): 3.4% (Carroll County 3.0%)
Individuals below poverty level: 11.3% (Carroll County 10.1%)
Commute out of town for work: 71.8%; 82.8% alone in car/truck/van; mean travel time 24.6 min
Largest employer: K.A. Brett School, 47 employees
Total tax rate: $22.94/$1000, highest in Carroll County
Residential land/buildings: 83.7% (Carroll County 90.1%)
Commercial land/buildings: 11.9% (Carroll County 8.4%)
Public land/buildings: 4.4% (Carroll County 1.5%)

Public School
# of enrolled students 2017-18, K-8: 194
# of enrolled students 2017-18, 9-12: 94
# of homeschooled students 2017-18: # of homeschooled students not recorded by NH Dept. of Education after 2014
# of students enrolled at The Community School 2017-18: 25
Free/reduced lunch 2017-18: K. A. Brett School 47.1% (Madison Elem. 45.3%, Moultonborough Central 32.7%, Conway Elem. 58.2%, Kennett Middle 31.5%, Ossipee Central 58.3%, state 26.4%) per NH Dept. of Education
K. A. Brett School 2016-2017 test scores that show proficient or above in reading: 3rd grade 64% (state 54%), 6th grade 53% (state 57%), 8th grade 43% (state 58%)
K. A. Brett School 2016-2017 test scores that show proficient or above in math: 3rd grade 45% (state 55%), 6th grade 32% (state 46%), 8th grade 29% (state 45%)

Library Communication
Library monthly newsletter
● Email list of 146 addresses, newsletter sent as pdf attachment to Bcc email address list, no tracking of “opens”
- Print, posted at Tamworth Post Office, couple of dozen available for people to take at the library
- Tamworth Exchange, Yahoo group with 1,263 members
  - Weekly message “This week at Cook Library” plus occasional announcements about single events and messages
- KA Brett School newsletter
  - Used to announce events for school-age children, emailed to parents weekly
- Newspapers
  - Conway Daily Sun for press releases, calendar of events, and Tamworth Town column
  - Carroll County Independent for press releases, calendar of events
- Library website www.tamworthlibrary.org
  - average 1,300 hits monthly in 2017
  - Find library news, events, services, policies, portal to online resources, links of local interest
- Social media
  - Facebook: posts and events, list of key services, 570 people “like” the library’s page
  - Instagram: posts shared also on Facebook
  - Twitter: duplicates posts from Facebook automatically, not actively used
  - Flickr: photo sharing tool merging with Smug Mug in 2018, continued use depends on terms of service of new owner. We pay $25 per year for Flickr

Sources

## Appendix B

### 1/17/2018

**Cook Memorial Library Monthly Statistical Report**

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### Cook Memorial Library Strategic Plan 2018-2020

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### Outreach

- School visits: 0
- Shut-in delivery: 3
- Town organization: 1

### Online services

- Library website views: 1176
- EBSCO searches: 18
- Ancestry Library: 54
- HeritageQuest: 4
- Britannica: 38

### Collection

- Adult items added: 81
- YA items added: 6
- Children items added: 20

### Total

- 107

### Comparative statistics

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Cook Memorial Library Strategic Plan 2018-2020

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### Outreach

| School visits | 0   | 0   | 0   | 1   | 1   | 1   | 3   |
| Shut-in delivery | 2   | 0   | 4   | 1   | 3   | 3   | 13  |
| Comm. organizations | 2   | 1   | 1   | 3   | 3   | 3   | 13  |

### Online services

| Library website views | 1530 | 1475 | 1598 | 1674 | 1624 | 1919 | 9810 |
| Ebsco searches | 194  | 44   | 79   | 91   | 55   | 50   | 513  |
| Ancestry Library | 1    | 0    | 9    | 0    | 0    | 10   | 10   |
| HeritageQuest | 99   | 87   | 264  | 39   | 13   | 0    | 502  |
| Britannica | 36   | 0    | 15   | 2    | 2    | 1    | 56   |

### Collection

| Adult items added | 73   | 81   | 53   | 72   | 64   | 59   | 402  |
| YA items added | 8    | 4    | 4    | 10   | 25   | 8    | 57   |
| Children's items added | 32   | 29   | 25   | 32   | 16   | 23   | 159  |
| Total | 113  | 119  | 82   | 114  | 107  | 98   | 614  |

### Comparative statistics

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Appendix C
Cook Memorial Library
Board of Trustees
Strategic Planning Committee
April 23, 2018

Notes from Community Conversations, held in April 2018

Meetings were posted on bulletin boards throughout town, on Tamworth Exchange, on library website, Facebook, and in Ann McGarity’s Tamworth town column in Conway Daily Sun. Flyer:

---

Join us for a community conversation
Saturday, April 7 - 10:30 am to 11:30 am
Tuesday, April 10 - 6:30 to 7:30 pm
Wednesday, April 18 - 1 to 2 pm
---

As we develop our strategic plan, we're asking everyone in our community to meet together to share answers to three questions:

1. *What are your aspirations for our community?*
2. *What challenges does our community face in reaching these aspirations?*
3. *What changes are needed in our community to reach those aspirations?*

If you'd welcome a visit from one or two people on our strategic planning team to discuss these questions with you or with your community group, please let us know.

---

Saturday, April 7
Attending: John Wacker
Facilitator: Mary Cronin

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<tr>
<th>Aspirations</th>
<th>Challenges</th>
<th>New Conditions (Changes)</th>
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<tr>
<td>Positive collective energy</td>
<td>Fractures in community</td>
<td>Forgiveness</td>
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<td>Heal separations</td>
<td>“We” vs. “They” syndrome</td>
<td>Accept change as part of community living</td>
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<td></td>
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Cook Memorial Library Strategic Plan 2018-2020 19
Tuesday, April 10
Attending: Mark Albee, Ingrid Albee, Andy Davis (representing UUFES)
Facilitator: Mary Cronin

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<th>Aspirations</th>
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<th>New Conditions (Changes)</th>
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<td>Vibrant and sustainable land-based local economy</td>
<td>Support for local businesses</td>
<td>A simple plan to keep box stores out of rural areas (places away from Rte 16 &amp; 25)</td>
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<td>Relationships across divisions</td>
<td>Culture tends to gravitate to companies far away</td>
<td>Let down our guard a little bit or a lot</td>
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<td>Varied and meaningful employment</td>
<td>Need for employer that provides more than 5 or 6 jobs</td>
<td>Imagine local solutions that encompass and include purpose, land and people</td>
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<tr>
<td>Preservation of rural virtues and livelihoods while being open to cosmopolitan and international cultural enrichment</td>
<td>Living in our comfort zones</td>
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<td>Planned multi-age cooperative communities</td>
<td>Narrowmindedness, distrust, lack of empathy, elitism</td>
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<td>Mix of public and private places for shopping, fill needs</td>
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<td>Local currency</td>
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Wednesday, April 18
Attending: Becky Mason, Barbara Nordeen, John Dyrenforth, John Wacker, Susan Ticehurst, Susan Raymond, (briefly) Leslie Johnson
Facilitator: Mary Cronin

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<th>Aspirations</th>
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<th>New Conditions (Changes)</th>
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<td>Senior in-town housing</td>
<td>Lack of local knowledge of civics, how government works, [effective]</td>
<td>Listening, facilitated communication, open</td>
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<td>collaborative decision-making</td>
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<td>Outreach to isolated</td>
<td>“Good old ways”</td>
<td>Create “how to” and ground rules for public meetings</td>
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<tr>
<td>Stop losing mature talent</td>
<td>Us vs. Them - polarized community</td>
<td>Start with what’s going well</td>
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<tr>
<td>Attract &amp; retain young people</td>
<td>CMI a divisive issue</td>
<td>Choose Tamworth businesses</td>
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<td>Pharmacy &amp; grocery store (or delivery service)</td>
<td>[Re: senior housing] Funding, leadership, tax base</td>
<td>Retain support for organizations who protect natural resources</td>
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<td>Restaurant/pub open after dark (and ice cream stand)</td>
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<td>Let’s have a town picnic!</td>
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<td>New Master Plan - people-oriented</td>
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<td>Retain natural resources - stewardship</td>
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Appendix D
Community Survey results
July 9, 2018

Survey was open from June 12 through July 7, 2018. The survey was created using Google Forms. Links were posted on the library website, www.tamworthlibrary.org, and publicized and posted several times on the library’s Facebook page (www.facebook.com/Tamworthlibrary) and on the Tamworth Exchange Yahoo Group message board.

Paper surveys were available at the circulation desk at the library, and placed at The Other Store. There were 60 online survey responses and 14 paper surveys returned.

Summary of responses:

How can the Cook Memorial Library help to bring different groups in our community together?

1. Do nothing
21. Create fun ways for people to come together
26. Develop activities around shared interests (like board games, local history, etc.)
18. Organize listening sessions with a moderator to discuss controversial issues in a respectful space.

Other:
- Adults that do not use the library are a lost generation. Continue your outstanding outreach to young families and students.
- All of the above sound good and like things you’ve tried. Speakers with knowledge of a subject of interest to many are always enjoyable.
- All of the last 3
- Any one of the above sounds like a good idea
- https://www.citizenuniversity.us has some ideas as well as https://www.livingroomconversations.org/about-us/
- Invite community members to lead a discussion on a favorite book
- It seems like you already do a lot of programming
- Offer specific skill level events instead of mingling people who are more advanced in a topic than others.

How can we reach more Tamworth residents with library news?

- Be more active on social media (Facebook, Instagram) 40.5%
- Post flyers and brochures in more places around town 21.9%
- Attend meetings of community groups and boards to share library news 13.7%
- Visit schools more often 8.2%
- It seems the library is already a central focus in the community 1.4%
- Other:
  - I count on the Exchange and the CML newsletter
  - I don't feel strongly about this because I see the library as the center of Tamworth already
  - Maybe a combination of the above.. since it seems that each option reaches out to a different group.
  - You can reach me on the Tamworth exchange, maybe special notes welcoming folks to book clubs... I always miss those.
  - You might already do this, but ask patrons if they receive the Newsletter via email, and if not, would they like to receive it.
  - Your Exchange notices are good

34  Be more active on social media (Facebook, Instagram)
16  Post flyers and brochures in more places around town
10  Attend meetings of community groups and boards to share library news
  Visit schools more often

Other:

- I count on the Exchange and the CML newsletter
- I don't feel strongly about this because I see the library as the center of Tamworth already
- It seems the library is already a central focus in the community
- Maybe a combination of the above.. since it seems that each option reaches out to a different group.
- You can reach me on the Tamworth exchange, maybe special notes welcoming folks to book clubs... I always miss those.
- You might already do this, but ask patrons if they receive the Newsletter via email, and if not, would they like to receive it.
- Your Exchange notices are good
What kinds of outreach should our library concentrate on in the coming year?

- Demonstrate how to use library's online materials like downloadable books and research tools at schools and community group meetings (59.5%)
- Bring library programs (21.6%)
- Deliver library materials (4.1%)
- Explore ways to provide a bookmobile on a regular route around town (9.5%)
- I don't know--don't have kids (1.4%)

Other:
- All these sound good too.
- Classes for Facebook, iPhones, downloadable books... not just at schools and community group meetings
- Don't know
- I don't know--don't have kids

3 Deliver library materials to homes (we do this now, but could do more)
16 Bring library programs and materials to preschools, schools, day care facilities
44 Demonstrate how to use library's online materials like downloadable books and research tools at schools and community group meetings
7 Explore ways to provide a bookmobile on a regular route around town
Our summer reading program theme this year is “libraries rock!”

What does our library rock (do well)?

- Acts as a great community center.
- Advertise programs well on social media.
- Almost everything
- Always taking the time to assist patrons with their needs and requests... with a smile!
- Amazing staff
- Ambience and helpfulness
- An available and open space for investigation and curiosity.
- Be part of the community.
- Being helpful!
- Bringing programs to the area. If there is an interest you seem to have your pulse on it!!
- Children’s programs
- Children's programs; interlibrary loan, programs, non fiction book purchases
- Collections, programs, children, summer concerts
- Comfortable, helpful and wonderful environment and staff
- community engagement
- community events
- Community outreach
- Community outreach for children
- connect to your customers, awesome customer service!
- diverse programs for the community
- Engage our children to get them excited about reading
- Fabulous librarians to help you
- Fabulous librarians to help you
- Friendly staff, great programs and book choices.
- Great programs for kids. (book club, makers club)
- Great resources, the downloadable books are fabulous, the air conditioning is greatly appreciated, I love the wifi, and the speakers are interesting and provide food for thought.
- The Cook Memorial Library is a center of the community, an anchor, and it provides safe, comfortable space to read, think, study, research, and relax.
- Have incredible evening programs that are of interest to many different groups and populations.
- Help others when they enter the library
- Hosting: physically, intellectually, artistically
- Hosts widely diverse & interesting programs.
- I am a huge fan of the library: it’s an oasis on a hot day, and a wonderful resource of information. I love the fact that the computers are always in top working order, and there are enough for everyone. I also love the many great programs that offer educational talks on many issues including health, travel and wildlife. I congratulate Mary on her successful leadership, and I am in awe of her abilities and dedication. Amy is a wonderful children's librarian and I cannot imagine how she could do a better job. Peggy is incredibly knowledgeable about technology and recently helped me get a new yahoo account when no one else could.
- I am grateful for the Library’s efforts to find books I inquire about and bring them to me from other library loans. Appreciate the non fiction purchases - liberal press - which are helping me live through this political chaos by trying to explain some of it.
- I have only visited the library once since I moved to Tamworth. I liked it. I came from Freedom and was a library trustee for a few years. I am not sure why I have not connected with the Tamworth library in the 3 years since I moved to Tamworth, I visited the Freedom Library once a week.
- I love this library--it’s an important part of the reason I moved to Tamworth. You have a good collection, ILL services, & programming. I think you do a great job!
- Involve Community.
- kind assistance/help finding resources etc
- Love the programs for children of all ages!
- Makes everyone feel welcome
- Obtain ILL book requests; kind, helpful, considerate and responsive staff; interesting programs about nature, environmental concerns and author talks of local interest.
- Organization
- Out-reach!
- Pleasant and helpful staff!!
- Posting weekly schedule, Wednesday night speakers, book groups, the yoga for kids, rotating art, passes to Squam and ?,
- provide a wonderful collections of books
- Provide variety of programs
- Provides a great meeting place with wonderful, helpful staff
- Provides informative programs on a variety of subjects. Music on the lawn
- Robust help for projects
- Storytimes
- Such a wonderful community hub!
- Welcoming and Helping, story hour
- You provide a space that is welcoming and comfortable for anyone

What could we rock better?
- after hour kids programs like bibliomaniacs more frequently, the kids love them!
- Better skills around downloadable books
- Better skills around downloadable books
- Can't think of anything
- Computer classes
- Eek. Youre the best, most community engaged library ive known. I cant imagine what more you can do.
- Expand resources
- Facilitating discussion
- Hard to find an answer to that. I think they mostly rock everything.
- Hard to find anything to improve on.
- i don't know i love all that you do programs, outreach , being inclusive
- I love the idea of more informal gatherings like the movie night.
- I think my hesitation might be because I don't know many people in Tamworth. I think maybe I just didn’t feel welcomed when I visited the library to get my library card. The man behind the desk just went through the motions and gave me a card. In Freedom, it felt like they were always happy to see you when you walked through the door. It just wasn’t a good first impression I guess.
- Love to see a community movie night outside on the back lawn!
- Maybe an on-line book review?
- Maybe more programs for tweens and teens. ( poetry , creative writing, )
- More computer training on the new platforms.. Office 10 etc
- more movies?
- More open hours
- Not really sure!
- Not sure
- not sure!!
- Nothing
- Open 7 days a week
- Open more days?
- open more hours
- outreach to elderly, home-bound, handicapped.
- outreach to shut-ins
● Promote the availability of resources that may surprise and create new interests and knowledge.
● provide interest groups for older adults
● Social and special interest groups for adults
● Teen programs
● Teen, young adult programs
● The collection could be a little more well-rounded. I'm often surprised by books I can't find, sometimes including classics I thought were part of a standard collection.
● The whole town might make more effort to bring speakers, artists, authors, .... from more diverse backgrounds to the village. Feels like Brigadoon sometimes, so different from much of our country where there is more diversity obvious on the streets. I am grateful for the efforts made... Maybe a newcomers club of sorts?? Not so easy moving into the community.
● You are perfect! Thank you!

What do you rock?
● Arts and crafts.. writing personnel and policy documents
● Being a good mom
● Committing to a book a month
● Connecting dots
● Connections within our community
● Cooking
● Currently rocking the voracious reading of fiction drama take me away type stuff
● finding great books to read
● History
● I love to read and I love books and storytelling and anything related to literacy. (I am a teacher.)
● I use interlibrary loan.
● Kids!
● Knowing that cook is a remarkable resource
● Life!
● movies, magazines, new books
● peace and justice
● Reading!
● science and nature
● Stumbling upon books and subjects that widen my knowledge and create new ways of looking at the world around us.
● TBA!!
● What a complicated question to answer! Restricted to library-related things, recently I've been rocking using OverDrive to learn about things I wish I knew more about, like economics. I've successfully finished a few books!

What do you want to rock?
● Being a great mom
● Being in better physical shape
● finding time to read more
● Having productive conversations with people I both agree with and disagree with about what we want for our community, state, country, and world, in a way that might lead to some small kernels of actual progress.

● I would love to become more involved with the library. I know I have to just show up.

● Honestly I do not need to borrow books (I am an avid reader and have lots of books) so I guess I would love to get more involved with the library in ways I where I would get to meet more people in town. I do watch the Facebook page for opportunities that are more social in nature and fit with my work schedule.

● Learn to relax more

● Learning how to write grants

● Love community education programs.

● More art projects.

● More of the same

● more of the same!

● Movie nights (art films, vintage films, current movies showing in theaters (may be too expensive!)

● movies, magazines and new books

● Peace and social justice

● Perhaps gobbling up some non fiction educational stuff

● Socialize with community. I already do. Just love the opportunities. Our library does ROCK! It's the absolute best!

● TBA!!

● the Lyceum

● the world

● Understand local gov't better.

● Using you to further my tech skills

● weekly or monthly group other than a book discussion
Appendix E
Draft Strategic Plan feedback
August 29, 2018

1. Community feedback session, August 24, 2018
Attending: Laura Hodgman, Ned Beecher, Mary Cronin
Suggestions for meeting strategic priorities
For the “develop programs for teens” and “expanded services for older residents”
- Pair elders and teens with younger students (will also support improving reading/math skills)
For “deeper community connections and understanding”
- Program on how to run meetings
- Program/book discussion on how to talk to people you disagree with (possible title *We Need to Talk* by Celeste Headlee)
- A variety of programming can accomplish bringing people together around shared interests
- Any progress on getting a town-wide event calendar?
General programming suggestions
- Plan 4-week circles/workshops, grouped events: brainteasers, drum circle, meditation, etc.
- Movies followed by discussion (Possible source: PBS’s POV series has a program to lend DVDs for library programs)

2. Community feedback session, August 28, 2018
Attending: Susan Ticehurst, Margaret Rieser, Mary Cronin
Suggestions for meeting strategic priorities
For “deeper community connections and understanding”
- Listening sessions a good idea, but precede with program on how to talk/listen to each other, and follow up with conversation focused on issues raised
- Promote a community vision: “Tamworth, the town that listens”
For “expanded services for older residents”
- Home delivery is a great idea
- Oasis already has mentoring/reading support program that pairs adults up with students at K.A. Brett School that is supported by the library (Amy helps adults find books that will engage their students)

3. Feedback from staff, FoCML, town boards and committees
Staff suggested additional info for demographic digest, and improvements to formatting.

Planning Board sent the following comments via email on 8/23/2018:

The planning board took some time at last night’s meeting to discuss the effort that the strategic planning committee and trustees made to arrive at Cook Memorial Library Strategic Plan 2018-2020.
The board is very impressed with this large and time consuming effort. We welcome and encourage this effort and think that everything that you are doing looks great.

It comes at a timely moment, as the planning board will be focusing on how each of the departments in town are doing with the implementation of the master plan and will be scheduling meetings, department by department, for this review. The CM Library will be a part of this process and your work on the strategic plan will prove to be very valuable in this regard.

Please, a "thank you" to all involved. Well done.

Sheldon, Tamworth Planning Board, Chair

Sue Colten (FoCML board member) sent the following comments and suggestions via email on 9/3/2018:

I loved the process and think you gained lots of good information
Some ideas that popped out to me:

We seem to be reaching half the population of Tamworth and would like to reach the others. This seems to be a recurring problem with non-profits as well as with the library. I think you’ve tried most of these ideas but, maybe another look would be worthwhile

Add literacy programs for adults
Have community outreach conversations take place in 5 villages as well as the library
Increase collection of audio books to reach commuters and those not print literate
Increase connection with schools
Institute welcome wagon type program for new residents (like baby book bags)

Continue the good work. The library is central to the health of Tamworth and is a welcoming, warm place to be. Thanks

Sue Colten
Resources

Cook Library’s 2010 plan: http://tamworthlibrary.org/about/trustees/2010-long-range-planning/

Recently published national reports on libraries:


Planning Guides:

- Dynamic Planning Institute Workbook by Stephanie Gerding, Public Library Association (2018)
- Strategic Planning for Results by Sandra Nelson (2008)
- The New Planning for Results by Sandra Nelson (2001)

Books about libraries:

Cook Memorial Library
93 Main Street
Tamworth, NH 03886
603-323-8510
https://tamworthlibrary.org