COOK MEMORIAL LIBRARY
LONG-RANGE PLANNING OVERVIEW

- Excellence must be defined locally -- it results when library services match community needs, interests and priorities.
- Excellence is possible for both small and large libraries -- it rests more on commitment than on unlimited resources.
- Excellence is a moving target -- even when achieved, excellence must be continually maintained.

--The New Planning for Results

Why: Tamworth is changing, and CML services and programs need to continue to grow and change with it. Library board and staff went through a long-range planning process more than five years ago as part of its major building and renovation project. It is time for us to undertake the planning process once again to be sure that we are using our resources effectively and wisely to meet the changing needs of the community.

Who: The long-range planning committee is under direction of the Board of Trustees. Led by board chair Sharon Malenfant and composed of at least 3 Trustees, 3 Members of the Public, 2 Friends of the Library, 2 Library Staff (including Director), and a Selectmen’s Representative.

What: The committee will use a standard public library planning process as the framework for developing the plan, including The New Planning for Results by Sandra Nelson, for Public Library Association and Strategic Planning Manual by the Center for Public Skills Training. This process ensures a collaborative effort with significant input from trustees, staff and community members.

When: We estimate that the whole process will take 3-4 months. The emphasis will be on ensuring stakeholder input into the development of the plan, creating a document that the Board of Trustees are accountable for, and Library Director/Staff implement as part of the annual operations of the library.

See page 3 for “First Meeting Activities”.

PROPOSED PLANNING TIMELINE

BEFORE FIRST PLANNING MEETING:
• Select committee members
• Distribute current Mission Statement and Objectives, History and Current Profile
• Distribute Long-Range Planning Overview and Timeline

FIRST PLANNING MEETING: Thursday, Jan. 21, 6-7:30PM, at CML
• Review proposed planning process (10 minutes)
• Mission Statement: Review and suggest revisions or confirm (15 minutes)
• SWOT exercise (1 hour; 15 minutes each section)
• Assign sub-committee to develop community need survey draft and recommendations for methods for distribution

BEFORE SECOND PLANNING MEETING:
• Send notes from first meeting and compiled SWOT analysis to committee members and Board of Trustees.
• Sub-committee meets to develop survey draft/distribution plan and shares with full committee.

SECOND PLANNING MEETING: Thursday, Feb. 25, 6-7:30PM, at CML
• Review any board comments on Mission or SWOT analysis
• Develop draft goals based on library profile and SWOT
  Goals: Broad statements of what the organization hopes to achieve in the next 3-5 years. Goals focus on outcomes or results.
• Review/revise community survey and implementation methods/timeline

BEFORE THIRD PLANNING MEETING:
• Carry out survey distribution and any key leader interviews
• Collect data and summarize responses
• Share results with committee members

THIRD PLANNING COMMITTEE MEETING: Thursday, March 25, 6-7:30PM, at CML
• Review community needs identified in survey/interview responses.
• Recommend strategies for achieving draft goals.
  Strategies: statements of major approach or method -- the means -- for attaining broad goals and resolving specific issues.
• Refer draft plan with goals and strategies to Board of Trustees for revision or adoption at April meeting.

CONCLUSION:
• Board of Trustees adopt and communicate Long-Range Plan to staff and community.
• Board of Trustees and Library Director begin plan implementation and any allocation of resources to carry out the plan.
• Library Director regularly reports on plan progress to Board of Trustees.
• Board of Trustees and Library Director perform annual review of plan progress.
FIRST MEETING ACTIVITIES

MISSION STATEMENT REVIEW

A Mission Statement is a broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it. In reviewing, ask:

Is the mission statement clear and on target in today’s operating environment? Does it address the above key points? How, if at all, should the current mission statement be changed?

SWOT ANALYSIS

STRENGTHS & WEAKNESSES: As we begin the planning process, we will identify internal strengths and weaknesses of CML. These are things over which the organization has direct control. Think about facilities, technology, collections, staffing, programs and services, community image, financial stability.

OPPORTUNITIES & THREATS: External changes and trends at the national, state and local level are identified as opportunities or threats that may have the greatest impact on CML over the next 3-5 years. Think about significant demographic, lifestyle, economic, technological and philanthropic trends, and their implications for CML in the coming years.