

Cook Memorial Library Strategic Plan 2023-2025



Cook Memorial Library | 93 Main Street | Tamworth, NH 03886 | www.tamworthlibrary.org

Adopted by Board of Trustees, Cook Memorial Library – January 9, 2023

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Cook Memorial Library Strategic Plan 2023-2025 Summary



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
- Deepening community connections
- Accountability for the public's resources
- Individual creativity and learning
- Privacy and access to information

Strategic Priorities

- Address learning loss through literacy building activities
- Continue exploring format and accessibility of programs
- Engage community through the library's historical resources
- Enhance outdoor spaces as an extension of the library
- Work with Northern New Hampshire Library Cooperative libraries to get a regional bookmobile on the road

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 previous full-version Strategic Plan was adopted on September 10, 2018. This plan was presented in a report similar to this one for 2018-2020, along with a one-page summary that listed the mission, vision, values, core services, strategic priorities for 2018-2020. Trustees adopted the practice of reviewing how the library has addressed the strategic priorities at their monthly meetings, a practice they have continued to the present.

Since 2020, Trustees have made updates to the Strategic Plan's one-page summary for 2020-2021 and again for 2022, each with new or reinstated strategic priorities based on community feedback and emerging conditions.

Members of the Board of Trustees in 2022 are Allie Kaplan-Thompson, Chair; Anne Chant, Vice Chair; Evan Henderson, Treasurer; Lew Prillaman, Corresponding Secretary; Betsy Loughran, Paul Priestman; Kristine Rines.

Staff members at this time are Mary Cronin, Library Director; Chris Clyne, Reference/Genealogy & History Librarian; Amy Carter, Children's and Programming Librarian; Peggy Johnson, Cataloging and Circulation Librarian; Nina Morano-Coles, Polly Mahoney, Lucy Gatchell, James Wilkish, Circulation Assistants; Molly Foye, History Intern; Solenne Wilkinson, Page.

Timeline

Strategic Plan 2023-25 Update Timeline (rev. 3/17/2022) (*Italics indicate actual date accomplished, if different*)

1. Community Needs Assessment (March-June 2022)
 - a) Demographic updates - March-April
 - b) Outreach and feedback from other organizations - end April-May (invite to community forums, ask to attend board meetings)
 - c) Community Input
 - i) Community Forums - May
 - (1) In-person at the library Wed., May 11, 6:30 PM
 - (2) In-person at the library Fri., May 13, 11:00 AM
 - (3) Online on Zoom Wed., May 18, 6:30 PM
 - (4) Attend community/municipal board meetings as possible
 - ii) Paper and online surveys (develop survey based on info gathered at forums) - June-July (*August-September 2022*)
 - (1) Have paper survey available by June 4 (Friends' Plant Sale), distribute at library events in June and July. Place some at the town office, post offices, school, rec programs, Farmers Market, Mug Club, stores (Mama Bear's, Sunnyfield, Seven Eleven, Batter Up.) Post link to online survey in June and July newsletters, on library website, shared on Tamworth Exchange and social media.

2. Analyze and tabulate info gathered for Trustees/public review (end July 2022) (*October 2022*)
3. Distribute draft version of plan to Trustees before August 8, 2022 meeting (*December 2022*)
 - a) Trustees review/update Values, Mission, Vision, core services (*December 2022*)
 - b) Trustees develop Strategic Priorities for 2023-24 at August board meeting (*December 2022*)
4. Prepare final version of Strategic Plan, plus one-page summary for review and approval at September 12, 2022 Trustees' meeting (*January 9, 2023*)
5. Communicate new plan with public and community leaders (September 2022) (*January 2023*)
6. Track progress monthly at Trustees' meetings (2023-2025)
7. Repeat community surveys annually.
8. Review Strategic Priorities annually, update if needed.

Community Profile

Tamworth is a town in central Carroll County, New Hampshire with a population of 2,812. (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 50.7, younger than the 52.3 years median for the county as a whole. Tamworth's median income is lower than the whole of Carroll County's, and the number of residents living below the poverty level is higher than county-wide, 9.9% to the county's 9%. Tamworth's tax rate is the second highest in Carroll County at \$22.14/\$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 192 students at the school. 52.33% of the students received free or reduced lunch. 2021 test results showed 40% of students scored proficient or above in English/Language Arts (with 52% statewide), 17% scored proficient or above in math (with 38% statewide), and 24% scored proficient or above in science (with 16% statewide). There are three preschools in Tamworth: Head Start at the Tri-County CAP building, Bearcamp Valley School and Children's Center, and new in 2022, the Tamworth Village Homeschool, right next door to the library.

Library Profile

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 24,000 volumes, including books, audiobooks, video recordings, magazines, technology equipment, and a growing collection of “things” in its Library of Things collection. The library also offers patrons with resident and part-time resident library cards access to downloadable ebooks, audiobooks and magazines through its membership in New Hampshire Downloadable Books, streaming video through Kanopy, and online newspapers and magazines through NewsBank. An online encyclopedia and online genealogy research sites are also available to use with a library card. An online archive for local history research was developed in-house in 2019-20, and will be included in the Digital Public Library of America and the statewide digital library archive being planned by the New Hampshire State Library. In 2022, two grant-funded internships brought graduate students in history, archives, and library science to the library to work improving and adding items to the digital archive.

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. The State Library’s van service delivers items from these libraries right to the Cook Memorial Library twice weekly. The Cook Memorial Library is part of the Northern New Hampshire Library Cooperative in partnership with the Madison Library, the Jackson Public Library, and the Conway Public Library. This cooperative partnership gives Cook Memorial Library patrons reciprocal borrowing privileges at the other three libraries. Volunteers transfer books between the four libraries twice weekly. In 2022, 24% of checked-out items were borrowed from another library for our patrons or lent to other libraries for their patrons.

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 physical and digital materials; a dynamic roster of programs for all ages; a modern network of computers for staff and the public; 24/7 wireless internet; an informative website plus a social media presence; art exhibits with work by local artists; and extensive local history collections.

The library and community benefit from the good work of the Friends of Cook Memorial Library, whose fundraising, enthusiastic support and innovative ideas provide programs, equipment, and generally enhance the services that the library can offer. Library volunteers provided over 180 hours of service to the library in 2022: delivering books and library materials, indexing local historical records, assisting with and presenting programs, and more.

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.

The COVID-19 pandemic that began in 2020 affected library operations in multiple ways. On March 14, 2020, Trustees adopted a Pandemic Policy, and had to implement it later the same day. Staff made changes and adopted new procedures to reduce the spread of the virus by shifting delivery methods for library materials, programs, and services. The library closed to the public for a couple of months but staff continued to work and Trustees continued to meet remotely in order to keep serving the public. Throughout the past three years, the library's Strategic Plan has served as a practical and steadfast guide through a difficult pandemic time.

The Cook Memorial Library's annual budget for 2023 is \$272,641 with \$208,510 of the funding coming from taxpayers, the remainder from donations, grants, funds raised by the Friends of Cook Memorial Library, and trust funds. The library is open 5 days, 38 hours per week. The library employs one full time director plus ten regular part time employees. Staffing level at Cook Memorial Library is 2.9 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 Chocorua Lake Conservancy, Tamworth History Center, Tamworth Community Nurse Association, and the Green Mountain Conservation Group. UNH Cooperative Extension/4-H provides training for volunteer leaders for STEM programming for children. In 2022, the library and the Tamworth Town Clerk cooperated to begin making digitized versions of historical Tamworth Town Records available on the library's digital archive, a project supported by The Tamworth Foundation.

Staff and volunteers deliver library materials to shut-ins several times a month. A mobile library/bookmobile using staff and volunteers in their own vehicles was piloted in 2020 with funds from The Tamworth Foundation. The mobile library has visited the summer recreation program and childcare centers, and makes weekly stops at Remick Acres senior housing. In 2022, a committee of representatives from the Northern New Hampshire Library Cooperative began to work on developing a regional bookmobile program for their four communities.

K. A. Brett School teachers coordinate with Cook Memorial Library staff to deliver student-requested books directly to students. Library staff members make regular visits to K. A. Brett School classrooms, bringing and reading books to generate interest in reading and library use. In addition, library staff and volunteers 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 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.

The Cook Memorial Library maintains public access to the following:

- Four 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)
- One Chromebook and wireless hotspot that can be checked out
- Wireless high-speed internet access
- Copier/printer, fax and scanner - fees charged for some services
- Other technology devices that are available to use or borrow include digital projectors, portable DVD and CD players, digital audio recorder.

The COVID-19 pandemic resulted in increased grant opportunities to improve library technology. Grant funds from The Tamworth Foundation and the New Hampshire Charitable Foundation purchased a major upgrade to the library's wireless network, new staff and public computers, wireless hotspots and Chromebooks, and equipment to use for presenting remote and hybrid programming.

Observations from survey responses

Based on answers in the community survey conducted in August-September 2022:

- Community is heavily invested in using the library to borrow and read print books
- Two-thirds are likely to use items in the digital collection
- Community has a variety of learning styles and as a result, needs programs delivered in a variety of formats
- People visit the library to borrow materials, attend programs, use tech equipment, and as a community meeting place
- There is interest in borrowing "things," mainly do-it-yourself type equipment

Community Needs, with priorities for 2023-2025 noted

- Test scores at the school in language arts and math were a major concern expressed in the community forums.
- Tamworth families need support in developing reading and math skills in their children.
- **PRIORITY:** Address learning loss through literacy building activities

- Adults appreciate the remote programming options that began with the pandemic.
- **PRIORITY:** Continue exploring format and accessibility of programs
- Grant funding has allowed the library to improve the accessibility of its historical resources by funding internships.
- **PRIORITY:** Engage community through use of the library's historical resources
- The library's role as a community meeting place is valued.
- People have enjoyed and attended outdoor programs when they increased due to the pandemic.
- **PRIORITY:** Enhance outdoor spaces as an extension of the library
- Conversations and survey reinforce need to promote and remind the community about the services available for them at the library.
- There are members of the community who do not or cannot get to the library when it is open.
- **PRIORITY:** Work with Northern New Hampshire Library Cooperative libraries to get a regional bookmobile on the road

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
- Deepening community connections
- Accountability for the public's resources
- Individual creativity and learning
- Privacy and access to information

Strategic Priorities to focus on in 2023-2025

- Address learning loss through literacy building activities
- Continue exploring format and accessibility of programs
- Engage community through the library's historical resources
- Enhance outdoor spaces as an extension of the library
- Work with Northern New Hampshire Library Cooperative libraries to get a regional bookmobile on the road

WORKSHEET for 2023-2025 for use by library staff and Trustees
Goals, objectives, outcomes, and evaluation method for each strategic priority

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

Address learning loss through literacy building activities

Goal:

Objective:

Desired Outcome:

Evaluation:

Continue exploring format and accessibility of programs

Goal:

Objective:

Desired Outcome:

Evaluation:

Engage community through the library's historical resources

Goal:

Objective:

Desired Outcome:

Evaluation:

Enhance outdoor spaces as an extension of the library

Goal:

Objective:

Desired Outcome:

Evaluation:

Work with Northern New Hampshire Library Cooperative libraries to get a regional bookmobile on the road

Goal:

Objective:

Desired Outcome:

Evaluation:

Appendix A

Tamworth, NH Demographics, Community and Statistics Digest

The COVID-19 Pandemic, which began on March 14, 2020 for the Cook Memorial Library, has had and continues to have an impact on statistical data for both our library and our town and state organizations. The 2020 Census is complete, with data still being tabulated and analyzed. More detailed information about our town, county, and state from the 2020 Census will become available in the next year.

Library specific

Number of resident (full and part time) cardholders: 1,007 unexpired cards as of 4/1/2022

Number of nonresident cardholders: 58 unexpired cards as of 1/1/2022

Patrons who checked out least one thing out between 1/1/2021 and 4/1/2022: 631 (does not include online resources)

Patrons who used selected online resources (NH Downloadable Books, Kanopy, Mango Languages) between 1/1/2021 and 4/1/2022: 208

Average monthly visits in 2021: 667

Busiest month in 2021: July with 1,028 visits, with proportionally higher stats for services

Quietest month in 2021: January with 343 visits

Town of Tamworth

Population: 2,812 (2020 Census), little change since 2010

Median age: 50.7 (Carroll County 52.3)

Median family income: \$67,079 (Carroll County \$76,695)

Unemployment rate (2020): 2.9% (Carroll County 2.5%)

Individuals below poverty level: 9.9% (Carroll County 9%, State of NH 7%)

Largest employer: K.A. Brett School, 47 employees

Total tax rate: \$22.14/\$1000, second highest in Carroll County

Residential land/buildings: 80.6% (Carroll County 90.1%)

Commercial land/buildings: 14.4% (Carroll County 8.3%)

Public land/buildings: 5% (Carroll County 1.6%)

Public School

of enrolled students 2020-21, K-8: 192

of enrolled students 2020-21, 9-12: 87

of homeschooled students 2020-21: 7

Free/reduced lunch 2020-21: K. A. Brett School 52.33% (Carroll County 27.27%, State of NH 20.84%)

K. A. Brett School 2021 test scores that show proficient or above in English/Language Arts: 40% with 70% participation (state 52%)

K. A. Brett School 2021 test scores that show proficient or above in math: 17% with 69% participation (state 38%)

K. A. Brett School 2021 test scores that show proficient or above in science: 24% with 69% participation (state 16%)

Library Communication

Library monthly newsletter

- Email list of 296 addresses, newsletter sent by email to Bcc email address list, no tracking of “opens”. Printed newsletters are available to pick up at the library and posted at the Tamworth Post Office.
 - Print, posted at Tamworth Post Office, couple of dozen available for people to take at the library
- Tamworth Exchange Google group
- Tamworth Exchange 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 2,052 hits monthly in 2022
 - Find library news, events, services, policies, portal to online resources, links to local information
- Social media
- Facebook: posts and events, list of key services, 765 people “like” the library’s page
 - Instagram: posts shared also on Facebook, 312 people “follow” the library’s page
 - Flickr: photo sharing tool, \$25 per year for Flickr Pro

Sources

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More school data: <https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/data-reports>

	Tamworth	Carroll County	New Hampshire	Source	Link	Date Accessed	Source	Link	Date Accessed
Population									
% change from 2010	2,812	50,107	1,377,528	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
Median Age*	~1.54	4.79	4.63	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% under 5*	50.7	52.3	52.3	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 5-19*	3.64	3.94	4.7	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 20-34*	15.93	14.02	18.9	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 35-54*	11.82	13.28	13.28	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 55-64*	25.75	23.08	23.08	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 65 and over*	25.42	18.71	18.71	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% age 65 and over*	17.43	26.97	18.7	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/27/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
Schools/Child Care									
# students K-8 K.A. Brett School	182			Tamworth School District	2021 Annual Report				
# students 9-12 Kennett High School	87			Tamworth School District	2021 Annual Report				
% Free/Red. Lunch	52.33	27.27	20.84	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/free-and-reduced-lunch-eligibility	3/28/2022			
# Homeschool/Nonpublic	7	73	4185	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/home-schooled-and-nonpublic-enrollments	3/28/2022			
# Limited English Proficiency	2	38	4787	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% American Indian or Alaskan Native	0	0	0.21	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% Asian or Pacific Islander	2.07	1	3.25	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% Hispanic	1.03	2	7.67	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% Black Non-Hispanic	0.51	1	2.11	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% White Non-Hispanic	92.7	94	83.38	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
% Mixed Race	3.62	1	3.38	NH Dept. of Education	https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/bureau-of-education-statistics/enrollments	3/28/2022			
# licensed child care facilities	3	29		NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/28/2022			
child care capacity	134	1225		NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/28/2022			
Education									
% High School Graduate or higher	89.4	94.2	93.3	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/28/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% Bachelor's Degree or higher	28.4	34.3	37.6	NH OSI State Data Center	https://www.nh.gov/osidata-center/2020-census/index.htm	3/28/2022	US Census Bureau	https://www.census.gov/quickfacts/facttable/NH#	3/29/2022
% K-8 students demonstrating ELA (English Language Arts) proficiency	40		52	NH Dept. of Education	https://dashboards.nh.gov/DOE/Views/ReportFrontPage	4/11/2022			
% K-8 students demonstrating Math proficiency	17		38	NH Dept. of Education	https://dashboards.nh.gov/DOE/Views/ReportFrontPage	4/11/2022			
% K-8 students demonstrating Science proficiency	24		37	NH Dept. of Education	https://dashboards.nh.gov/DOE/Views/ReportFrontPage	4/11/2022			

Housing/Property Taxes	Tamworth	Carroll County	New Hampshire	Source	Link	Date Accessed	Source	Link	Date Accessed
\$ Affordable maximum purchase price workforce housing		334,000		NH OSI State Data Center	https://www.nhifa.org/wp-content/uploads/2020/04/Workforce_Housing_Purchase_Rent_Limits.pdf	3/28/2022			
\$ Affordable maximum monthly rent workforce housing		1,010		NH OSI State Data Center	https://www.nhifa.org/wp-content/uploads/2020/04/Workforce_Housing_Purchase_Rent_Limits.pdf	3/28/2022			
Estimated # single family homes (incl. manufactured housing)	1,702	33,401	442,892	NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022			
Estimated # multi family homes	189	6,404	200,108	NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022			
\$ Municipal property tax rate (median county & state)	22.14	12.37	20.48	NH Dept. of Revenue Administration	https://www.revenue.nh.gov/municipal/property-tax-rates.htm	3/28/2022			
% Residential Land and Buildings	80.6	90.1		NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf				
% Commercial Land and Buildings	14.4	8.3		NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf				
% Public Utilities, Current Use or Other	5	1.6		NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf				
Income/Employment									
\$ Per capita income*	31,706	37,490	41,234	NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022	US Census	https://www.census.gov/quickfacts/facttable/nh#	3/28/2022
\$ Median family income*	67,079	76,695		NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022			
\$ Median household income*	51,354	63,163	77,823	NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022	US Census	https://www.census.gov/quickfacts/facttable/nh#	3/28/2022
% below poverty level†	9.9	9	7	NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022	US Census	https://www.census.gov/quickfacts/facttable/nh#	3/28/2022
% unemployment rate‡	2.9	2.5		NH OSI State Data Center	https://www.nh.gov/osid/data-center/documents/housing-estimates-trends.pdf	3/28/2022			

Appendix B

Cook Memorial Library Statistics 2021 & 2022

1/7/2022

Cook Memorial Library
Monthly Statistical Report

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2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Circulation	<i>*COVID-19 pandemic - services affected</i>												
Adult Fic books	497	483	502	484	464	518	587	597	575	587	558	528	6380
Adult NF books	264	261	266	260	256	341	353	330	282	274	310	266	3463
Magazines	26	38	50	41	65	56	73	45	65	85	63	25	632
Audiobooks	50	45	41	38	27	33	39	39	24	41	47	39	463
Music CDs	3	0	23	16	0	6	28	3	0	5	29	15	128
Video	181	253	228	161	179	168	231	173	185	171	218	226	2374
NHDB ebooks	102	100	122	85	78	93	109	97	81	84	103	91	1145
NHDB audios	228	189	235	216	216	202	218	199	185	177	197	180	2442
NHDB magazines	13	14	12	21	7	10	14	21	9	10	13	14	158
Total Adult	1364	1383	1479	1322	1292	1427	1652	1504	1406	1434	1538	1384	17185
YA Fic books	27	42	38	56	27	52	67	54	86	66	45	23	583
YA NF books	6	8	3	1	0	2	2	2	2	4	6	4	40
Total YA	33	50	41	57	27	54	69	56	88	70	51	27	623
Juv Fic books	487	544	569	443	316	435	917	700	599	724	720	624	7078
Juv NF books	116	125	162	119	102	114	212	198	241	173	148	113	1823
Juv Audiobooks	6	4	10	5	5	10	22	12	4	7	13	21	119
Juv Music	0	1	3	5	1	1	0	0	0	1	0	4	16
Juv Video	28	35	46	52	38	49	63	45	24	58	59	56	553
Book kits	0	0	0	0	1	2	2	13	7	11	12	11	59
Games	1	2	0	3	1	5	11	11	6	7	4	3	54
Total Juvenile	638	711	790	627	464	616	1227	979	881	981	956	832	9702
Tech Equipment	0	2	2	1	2	0	0	4	2	3	3	3	22
Museum Passes	0	0	0	0	3	0	5	3	3	0	0	0	14
Kill-A-Watt meter	0	0	0	0	0	0	0	0	0	0	0	2	2
Telescope	1	0	0	0	0	0	0	0	0	0	0	0	1
Book Bag	0	0	0	0	0	0	0	1	0	0	0	0	1
Art	4	4	4	4	4	4	4	4	4	4	4	4	48
Library of Things										1	1	2	4
Total Other	5	6	6	5	9	4	9	12	9	8	8	11	92
Adult	1364	1383	1479	1322	1292	1427	1652	1504	1406	1434	1538	1384	17185
YA	33	50	41	57	27	54	69	56	88	70	51	27	623
Juvenile	638	711	790	627	464	616	1227	979	881	981	956	832	9702
Other	5	6	6	5	9	4	9	12	9	8	8	11	92
Total Circulation	2040	2150	2316	2011	1792	2101	2957	2551	2384	2493	2553	2254	27602
Interlibrary Loan													
To CML	77	68	80	80	39	64	112	80	114	117	64	74	969
From CML	42	44	43	53	53	58	65	64	60	46	62	52	642
Coop to CML	230	201	220	175	198	195	227	180	195	173	176	147	2317
Coop from CML	337	222	350	167	242	214	240	191	226	161	166	151	2667
Total	686	535	693	475	532	531	644	515	595	497	468	424	6595
Services													
Reference	78	78	110	77	88	131	140	112	77	103	75	81	1150
Tech Reference	67	45	69	49	52	79	63	87	61	77	61	52	762
COVID Reference	6	2	0	0	0	0	0	0	0	0	0	0	8
Computer use	31	41	41	31	49	64	78	61	53	50	48	34	581
Wireless use	44	44	68	56	60	113	165	175	96	134	118	91	1164
Meeting Room us	0	1	3	4	2	4	4	4	6	7	5	7	47
Meeting room att	0	2	11	8	8	7	25	28	30	21	91	52	283
Patrons added	11	10	6	13	15	21	23	8	19	31	13	4	174
Volunteer hours	27	26.5	15	10	7	8	9	6	10	17.5	25	17.25	178.25

2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Library Visits	343	364	531	452	483	733	1028	891	833	754	849	733	7994
# foyer pickups											131	114	245
# of open days	0	0	0	0	0	22	22	21	20	21	22	20	148
# days limited sv	19	19	23	21	21	0	0	0	0	0	0	0	103
# days closed CC	0	0	0	0	0	0	0	0	0	0	0	0	0
# hrs closed/wea	0	7	0	0	0	0	0	0	0	0	0	0	7
Programs													
# Story times	0	0	3	4	4	5	4	5	4	3	5	3	40
Attendance	0	0	56	58	67	126	118	120	96	72	109	53	875
# Children's/YA	0	0	0	0	0	1	7	6	2	4	9	6	35
Attendance	0	0	0	0	0	6	46	87	32	32	55	129	387
# Adults'	0	0	1	0	2	1	10	8	7	1	0	0	30
Attendance	0	0	3	0	15	80	390	313	246	6	0	0	1053
# Offsite programs	0	0	0	0	0	0	7	6	4	4	5	0	26
Attendance	0	0	0	0	0	0	309	254	37	42	42	0	684
Online Programs													
# Story times/Kids	5	7	2	1	0	0	0	0	0	0	3	3	21
Attendance	58	61	30	0	0	0	0	0	0	0	15	12	176
# Adults	9	3	5	4	4	0	1	1	4	4	7	1	43
Attendance	323	61	161	108	37	0	42	55	114	265	12	12	1190
Passive Program	0	1	1	0	0	0	0	0	0	0	0	1	3
# participating	0	52	79	0	0	0	0	0	0	0	0	3	134
Outreach													
School visits	0	0	0	0	1	2	0	0	1	4	0	0	8
Shut-in delivery	6	4	6	6	3	6	0	2	2	3	2	1	41
Comm. organizati	3	12	6	0	0	2	2	1	1	2	0	1	30
# Mobile Library stops							15	13	10	9	9	4	60
Attendance							340	272	51	48	47	4	762
# items delivered							354	354	96	80	79	15	978
Online services													
Library website vie	3218	2189	2219	2317	2059	2196	2304	1888	1766	1556	1524		23236
Ebsco/Novelist on	10	135	23	1	0	0	4	10	7	17	10	19	236
Ancestry Library	430	217	117	34	84	41	77	7	136	156	180	27	1506
HeritageQuest	7	0	18	0	17	0	0	0	0	0	0	0	42
Britannica	0	0	22	1	0	0	4	4	5	0	0	1	37
Kanopy plays	71	79	90	97	63	64	58	49	37	71	81	89	849
Collection													
Adult items added	22	76	46	44	40	68	49	61	30	19	70	35	560
YA items added	8	2	23	2	2	8	1	0	1	1	4	1	53
Children items add	31	13	5	23	37	82	86	14	27	19	31	12	380
Total	61	91	74	69	79	158	136	75	58	39	105	48	993

Comparative statistics

Visits	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2011	833	917	1248	1188	1035	1148	1901	1901	1309	1140	1129	1083	14832
2012	1160	1192	1034	1038	1224	1295	1853	1833	1171	1266	1214	1021	15301
2013	1124	1000	1140	1095	1051	924	1815	1491	1054	1239	1303	1000	14236
2014	1037	1065	1139	1293	1138	1218	1994	1541	1143	1251	1072	1126	15017
2015	1176	1176	1293	1495	1188	1249	1928	1903	1327	1247	1079	1310	16371
2016	1234	1190	1390	1295	1210	1585	1834	1938	1305	1347	1325	1216	16869
2017	1215	1229	1434	1476	1516	1479	1912	1830	1340	1465	1212	971	17079
2018	1407	1281	1490	1366	1196	1509	1870	1871	1406	1641	1248	1462	17747
2019	1442	1395	1577	1637	1325	1479	1871	1717	978	1329	1196	1290	17236
2020	1493	1353	749	0	0	5	78	341	424	485	458	417	5803
2021	343	364	531	452	483	733	1028	891	833	754	849	733	7994

1/7/2022

Cook Memorial Library
Monthly Statistical Report

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2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
AVG	1133	1106	1184	1121	1033	1148	1644	1569	1117	1197	1099	1057	14408

Circulation	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2011	2606	2503	3102	2863	2640	2552	3011	3360	2476	2605	2706	2464	32888
2012	2493	2510	2332	2178	2479	2877	3108	2814	2361	2536	2577	2262	30527
2013	2586	2180	2708	2384	2225	2336	3038	2704	2225	2332	2222	1961	28901
2014	2422	1955	2359	2538	2163	2146	2947	2603	2337	2137	2214	2067	27888
2015	2018	1830	1875	2195	1947	2201	2872	2552	2281	2210	1883	2045	25909
2016	2173	2199	2396	2249	1954	2337	2805	2793	2383	2316	2381	2290	28276
2017	2352	2261	2452	2142	2383	2353	2441	2681	2076	2178	1978	1985	27282
2018	2347	2239	2443	2142	1767	1967	2279	2517	2244	2219	2397	2509	27070
2019	2519	2438	2692	2625	2479	2530	3136	3126	2058	2473	2575	2311	30962
2020	1915	2294	2086	401	985	1837	1905	2255	2120	2020	1896	1977	21691
2021	2040	2150	2316	2011	1792	2101	2957	2551	2384	2493	2553	2254	27602
AVG	2316	2233	2433	2157	2074	2294	2773	2723	2268	2320	2307	2193	28091

***COVID-19 timeline**

As of Jan. 1: Open 35 hours per week; limits on number in building, no group meetings; Zoom programs only; foyer pickup

As of Mar. 16: Open 38 hours per week, outdoor storytime, some other programs outdoors

As of Jun. 1: Open 40 hours per week, outdoor programs, no limits on number of people in the building other than fire code, foyer pickup. Facemasks required indoors for unvaccinated, recommended for vaccinated. Facemasks not required outdoors.

As of August 13: Facemasks required indoors for all over age 2 while community transmission remains "substantial" according to NH DHHS.

Beg. Nov. 1, started counting foyer/curbside pickups of library materials.

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Circulation	<i>*COVID-19 pandemic - services affected</i>												
Adult Fic books	568	551	537	560	454	549	670	705	617	540	523	555	6829
Adult NF books	318	226	306	272	254	280	361	347	272	240	239	245	3360
Magazines	46	45	39	51	95	53	88	85	43	44	41	37	667
Audiobooks	45	26	26	37	38	53	43	14	25	34	30	17	388
Music CDs	24	6	8	2	7	0	0	6	5	8	13	16	95
Video	228	198	229	217	207	228	220	210	148	184	173	168	2410
NHDB ebooks	98	90	98	118	111	107	132	148	127	124	127	104	1384
NHDB audios	220	204	212	226	210	232	268	303	239	216	219	228	2777
NHDB magazines	9	25	15	10	11	8	18	41	35	33	23	25	253
Total Adult	1556	1371	1470	1493	1387	1510	1800	1859	1511	1423	1388	1395	18163
YA Fic books	27	19	57	81	34	41	65	74	24	18	16	11	467
YA NF books	6	9	4	5	5	3	2	5	4	3	9	5	60
Total YA	33	28	61	86	39	44	67	79	28	21	25	16	527
Juv Fic books	517	527	701	693	545	542	745	656	535	625	632	500	7218
Juv NF books	104	141	190	134	116	152	224	268	136	238	149	73	1925
Juv Audiobooks	23	13	18	10	8	40	38	10	17	10	8	16	211
Juv Music	2	2	0	1	13	0	0	0	2	2	3	1	26
Juv Video	61	44	54	104	40	32	51	48	101	74	44	36	689
Book/STEAM kits	14	8	8	10	12	0	0	0	0	1	4	5	62
Games	1	2	4	0	1	0	1	2	0	1	3	4	19
Total Juvenile	722	737	975	952	735	766	1059	984	791	951	843	635	10150
Tech Equipment	4	4	2	1	0	3	0	2	5	5	11	10	47
Museum Passes	0	0	0	0	0	0	7	9	2	0	0	0	18
Telescope/Binocu	0	0	0	1	0	1	0	1	1	0	0	0	4
Book Bag	2	0	0	0	3	0	0	0	0	1	0	1	7
Art	4	4	4	4	4	4	4	4	4	4	4	4	48
Library of Things	3	6	0	0	0	1	1	2	0	5	1	3	22
Total Other	13	14	6	6	7	9	12	18	12	15	16	18	146
Adult	1556	1371	1470	1493	1387	1510	1800	1859	1511	1423	1388	1395	18163
YA	33	28	61	86	39	44	67	79	28	21	25	16	527
Juvenile	722	737	975	952	735	766	1059	984	791	951	843	635	10150
Other	13	14	6	6	7	9	12	18	12	15	16	18	146
Total Circulation	2324	2150	2512	2537	2168	2329	2938	2940	2342	2410	2272	2064	28986
Interlibrary Loan													
To CML	85	59	83	69	64	62	87	87	79	68	69	73	885
From CML	78	55	63	76	94	76	67	87	108	89	69	70	932
Coop to CML	178	157	172	186	136	157	162	195	171	145	190	138	1987
Coop from CML	181	157	205	179	150	147	166	188	164	152	149	170	2008
Total	522	428	523	510	444	442	482	557	522	454	477	451	5812
Services													
Reference	61	74	89	79	60	85	72	89	74	74	76	49	882
Tech Reference	45	39	67	45	34	58	71	58	56	58	51	39	621
Computer use	36	36	65	62	39	50	77	70	43	39	39	27	583
Wireless use	69	65	86	88	78	119	146	160	95	74	70	85	1135
Meeting Room us	3	8	5	9	10	3	7	3	7	4	5	14	78
Meeting room att	10	45	41	51	55	24	44	14	53	21	23	99	480
Patrons added	10	14	7	21	18	22	22	18	12	9	18	10	181
Volunteer hours	20	22	21	22	13	23	6.5	22.5	12	11	8	7	188
Library Visits	691	646	847	865	770	970	1176	1310	876	974	891	732	10748
# foyer pickups	154	105	117	125	104	103	119	126	118	124	129	93	1417

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
# of open days	20	18	22	22	21	21	21	23	21	21	20	17	247
# days limited sv	0	0	0	0	0	0	0	0	0	0	0	0	0
# days closed CC	0	0	0	0	0	0	0	0	0	0	0	0	0
# hrs closed/wea	2	14	0	0	0	0	0	0	0	0	0	20	36
Programs													
# Storytime, 0-5	3	4	5	4	5	4	4	5	3	4	5	3	49
Attendance	42	65	116	72	140	101	144	142	72	88	102	70	1154
# Children's 6-11	2	2	6	2	1	0	2	1	0	4	0	2	22
Attendance	10	8	41	12	6	0	5	9	0	18	0	13	122
# Teens' 12+	6	5	8	5	5	5	1	2	3	2	1	3	46
Attendance	37	27	54	36	45	41	8	6	14	11	4	18	301
# Adults' 18+	0	0	2	1	4	2	6	2	5	0	2	2	26
Attendance	0	0	21	12	27	8	92	23	32	0	20	21	256
# all ages programs						5	10	7	4	4	1	2	33
Attendance						75	429	248	138	62	10	27	989
# Offsite programs	0	0	0	0	0	1	2	0	2	2	0	1	8
Attendance	0	0	0	0	0	25	207	0	50	130	0	60	472
Online Programs													0
# Storytime, 0-5	0	0	0	0	0	0	0	0	0	0	0	0	0
Attendance while l	0	0	0	0	0	0	0	0	0	0	0	0	0
# Children's 6-11	0	0	0	0	0	0	0	0	0	0	0	0	0
Attendance while l	0	0	0	0	0	0	0	0	0	0	0	0	0
# Teens' 12+	0	0	0	0	0	0	0	0	0	0	0	0	0
Attendance while l	0	0	0	0	0	0	0	0	0	0	0	0	0
# Adults	6	9	3	2	2	0	1	0	3	5	3	2	36
Attendance while l	220	293	161	24	6	0	50	0	64	138	69	34	1059
Views of recording	189	62			2		0	0	32	127	27	24	463
Outreach													
School visits	0	0	0	1	1	1	0	0	0	0	1	1	5
Shut-in delivery	5	8	1	2	1	0	0	0	1	1	4	2	25
# Mobile Library st	4	3	4	5	2	4	3	5	2	4	4	3	43
Attendance	4	3	4	5	10	4	3	40	5	10	6	5	99
# items delivered	59	30	40	52	15	60	25	66	26	53	40	40	506
Online services													
Library website vie	2340	1915	1735	1794	1510	2074	2682	2035	1532	1419	1231	1303	21570
Omeka sessions				41	101	145	116	31	31	20	41	7	533
Aspen catalog pag	239	449	1463	429	484	595	533	614	381	804	509	549	7049
NoveList searches	22	13	28	11	23	23	19	10	14	7	9	7	186
Ancestry Library	512	200	249	152	14	50	93	106	6	6	23	18	1429
HeritageQuest	2	62	9	20	8	35	10	4	23	8	0	5	186
Britannica	0	155	73	2	0	52	0	0	0	0	26	0	308
Kanopy plays	90	51	67	37	68	43	34	42	39	92	54	64	681
Mango Languages	8	3	0	4	14	24	4	4	1	5	8	7	82
NewsBank	54	158	46	12	11	39	44	60	63	30	17	8	542
Collection													
Adult items added	31	34	58	44	47	33	66	37	39	41	39	14	483
YA items added	4	3	4	1	0	3	1	0	0	0	3	0	19
Children items add	16	18	14	26	28	24	45	31	15	39	18	13	287
Total	51	55	76	71	75	60	112	68	54	80	60	27	789

Comparative statistics

Visits	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2012	1160	1192	1034	1038	1224	1295	1853	1833	1171	1266	1214	1021	15301
2013	1124	1000	1140	1095	1051	924	1815	1491	1054	1239	1303	1000	14236
2014	1037	1065	1139	1293	1138	1218	1994	1541	1143	1251	1072	1126	15017

2022	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>
2015	1176	1176	1293	1495	1188	1249	1928	1903	1327	1247	1079	1310	16371
2016	1234	1190	1390	1295	1210	1585	1834	1938	1305	1347	1325	1216	16869
2017	1215	1229	1434	1476	1516	1479	1912	1830	1340	1465	1212	971	17079
2018	1407	1281	1490	1366	1196	1509	1870	1871	1406	1641	1248	1462	17747
2019	1442	1395	1577	1637	1325	1479	1871	1717	978	1329	1196	1290	17236
2020	1493	1353	749	0	0	5	78	341	424	485	458	417	5803
2021	343	364	531	452	483	733	1028	891	833	754	849	733	7994
2022	691	646	847	865	770	970	1176	1310	876	974	891	732	10748
AVG	<i>1120</i>	<i>1081</i>	<i>1148</i>	<i>1092</i>	<i>1009</i>	<i>1131</i>	<i>1578</i>	<i>1515</i>	<i>1078</i>	<i>1182</i>	<i>1077</i>	<i>1025</i>	<i>14036</i>

Circulation	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>
2012	2493	2510	2332	2178	2479	2877	3108	2814	2361	2536	2577	2262	30527
2013	2586	2180	2708	2384	2225	2336	3038	2704	2225	2332	2222	1961	28901
2014	2422	1955	2359	2538	2163	2146	2947	2603	2337	2137	2214	2067	27888
2015	2018	1830	1875	2195	1947	2201	2872	2552	2281	2210	1883	2045	25909
2016	2173	2199	2396	2249	1954	2337	2805	2793	2383	2316	2381	2290	28276
2017	2352	2261	2452	2142	2383	2353	2441	2681	2076	2178	1978	1985	27282
2018	2347	2239	2443	2142	1767	1967	2279	2517	2244	2219	2397	2509	27070
2019	2519	2438	2692	2625	2479	2530	3136	3126	2058	2473	2575	2311	30962
2020	1915	2294	2086	401	985	1837	1905	2255	2120	2020	1896	1977	21691
2021	2040	2150	2316	2011	1792	2101	2957	2551	2384	2493	2553	2254	27602
2022	2324	2150	2512	2537	2168	2329	2938	2940	2342	2410	2272	2064	28986
AVG	<i>2290</i>	<i>2201</i>	<i>2379</i>	<i>2127</i>	<i>2031</i>	<i>2274</i>	<i>2766</i>	<i>2685</i>	<i>2256</i>	<i>2302</i>	<i>2268</i>	<i>2157</i>	<i>27736</i>

***COVID-19 timeline**

As of Jan. 1: Winter hours (38 hours with Saturdays 10-2), masks required due to Omicron surge, masks provided for those without, foyer pickup, outdoor storytime, small group in-person programs, evening programs for adults held on Zoom, meeting room available for meetings for 20 or fewer people.

As of Feb. 28, 2022: Mask wearing for patrons and staff is now optional. Meeting room restrictions lifted. Small group indoor programs offered.

April 1: return to regular hours (Sat. 10-4), no restrictions other than common sense

Appendix C

Notes from Community Feedback Sessions, April-June 2022

[Invitation included in newsletter and on website]

Your input is needed!

Join Library Staff and Trustees for a discussion about our community's needs. This is part of the library's Strategic Planning process. Our updated strategic plan will guide decisions about our library's programs and services for the next three years (2023-2025).

All are invited to one of the following Community Forums:

- In-person at the library Wed., May 11, 6:30-7:30 PM
- In-person at the library Fri., May 13, 11:00 AM-12:00 PM
- Online on Zoom Wed., May 18, 6:30-7:30 PM (registration link included here)

We hope you can do a tiny bit of homework ahead of time:

Please read and consider the demographic data we've compiled about our Tamworth community:

- [Demographics and Resource List for 2023-25 Strategic Plan](#)
- [Demographic Tables for Strategic Plan 2023-25](#)

At the forums, we will ask these questions to get our discussions started:

How have your needs for reading, learning, and information changed? Your family's?
What does the demographic information reveal about our Tamworth community's needs? How would you prioritize those needs?

After two-plus pandemic years, what questions should our library ask our community?

Staff and Trustees will also be reaching out to Tamworth municipal boards and nonprofit organizations. We'd love to have 15 minutes at your next board meeting to discuss our community's needs. We'll share what we learn, too, to help your board's planning process.

Your next opportunity for giving feedback: a survey! Look for our paper and online survey in June and July. Please plan to participate, your input is an essential part of our planning process!

K.A. Brett 7th and 8th graders, April 4, 2022

Library Staff members Amy Carter and Polly Mahoney visited Ms. Hambrook's 7th and 8th grade classrooms on Monday, April 4, 2022. They brought a variety of books and talked about some of them. They also asked the students what kinds of activities they wish for.

Brainstorming session 7th grade

Sewing: quilts, pillows, using sewing machines

Origami folding

Fly fishing/Tying flies
Archery/snares/hunting
Making boats
writing books
RC cars and drones
garden stones/mosaic tiles
Lego group

When? Afternoons in the summer 1-3

Brainstorming session 8th grade
Flower printing
tie dye
Bake sale/bake things/make money for a cause
Movie
Day about the river
Jewelry making
top chef type competition
black out poetry
Hair styles
Poetry class to work on our poems
Karaoke
bike group/race together
run a 5K together
fishing/fly tying
use the Other Other store space
community clean up
something with the Barnstormers

When:
Wednesdays the middle of the day or 4-6
Sundays

Tamworth Outing Club meeting, April 25, 2022

Notes by Anne Chant

1. How have your needs for reading, learning, and information changed? Your family's?

Rob was pleased that TOC records are kept in the library. Sheldon put the past 70 years of meeting minutes together before he left the board.

With so much remote working and spotty home internet, it would be nice to be able to do zoom meetings at the library. A person could possibly reserve a room at the library to do this. Sound

proofing would be good. Healthcare meetings could take place. The library does have chrome books to lend out, and hot spots.

Dylan has used Kanopy and Libby more during these past two years than before the pandemic.

The zoom series was great, especially to a board member who is new to town. She learned about them through the Exchange and the library's website.

2. What does the demographic information reveal about our Tamworth community's needs? How would you prioritize those needs?

People felt that with math test scores from the K.A. Brett School being so low, more access to math and science resources would be helpful.

Due to the demographics of our town with a median age of 50.7, Kit and Suzanne felt that we need a lot of "things" for older people, not just the youth. These programs could be in person and through zoom.

Rob said that his kids were bored with the "town playground." He thought that entertaining teenagers is tough, and that it would be a good idea for the library to partner with the rec. department. He emphasized the need for the social aspect of programs. (I felt he was talking about a free and safe space where teens could gather for socializing.) He suggested the idea of a "coffee house." The basement of the town house used to have such a space. He remembers a ping pong table and a sand box.

3. After two-plus pandemic years, what questions should our library ask our community?

Mark felt that the library did a great job over the pandemic. The library staff made it easy to get books and attend zoom programs.

Amy loved the tents outside, in back of the library. She gathered there with friends to play music, which led to the Riverside Serenade Series. The tents and tables were also good for business meetings.

Sharon, the newcomer to our board and our town (quite a dynamo!!) suggested putting together a collection of what different organizations did to get through the pandemic, so that if this disaster strikes again, folks could look back on the document to see what was done. There was a balance of pandemic safety with social needs.

Sharon loved the bike rack and air pump, and suggested linking with BearCamp Bikes to have a tool kit at the library for bikes. This could include tubes for bikes.

Carroll County Food Access Network meeting (Zoom), May 10, 2022

Notes by Mary Cronin

Attending: Maureen Diamond, Joy Gagnon, Lora Colten of CCFAN, Catalina Kirsch of Carroll County Coalition for Public Health

Discussion of how to connect with our local community, particularly those who may not be aware of library services, and how to be more welcoming.

Facebook groups and pages are effective when connections to other local organizations are included in posts and sharing. Suggestion to get someone younger to manage the library's Facebook account. Wondering about neighborhood Facebook groups and message boards.

Other outreach ideas:

Discussed future plans for a bookmobile. Explore partnering with organizations working on food access and distribution (nonperishables or food that can be kept in coolers safely). Seacoast NH has a mobile food pantry truck, wouldn't it be cool to combine books and food, and have diverse groups of residents connect with each other over what they're eating and what they're reading. Connect with Nadine San Antonio.

Carroll County Adult Ed and Northern Human Services: Joy taught a Extension cooking class as a partnership with CCAE and NHS. Explore idea library has been mulling for a while for a book group for NHS clients. The Next Chapter Book Club program includes training for volunteers, possible small grant project.

Headstart in Tamworth: Library has contacted them. They are interested in library visits, but plans for how this will work haven't been made yet.

WIC: A library volunteer used to go to WIC clinics in Tamworth once a month, now WIC is done remotely. Joy said WIC will begin in-person again in June. Suggested OASIS volunteers as potential volunteers for WIC outreach. Contact at WIC is Riona Corr.

CCFAN members at the meeting said Cook Library is a warm and welcoming space.

Community Forum, May 11, 2022 6:30 PM

At the library, outside under the canopy

Library staff: Mary Cronin, Polly Mahoney

Public: Betsy Loughran (also a Library Trustee)

Betsy appreciates the library's collections, availability of books she wants to read. Has enjoyed using the history collections and is looking forward to using them more in the future. Is on the

Tamworth History Center board and is interested in how our two organizations can work together. Personal reading interests have changed since the pandemic.

Demographic info of most concern are the test scores at the K.A. Brett School. Population staying pretty much the same between 2010 and 2020 was surprising, could lack of housing be the reason?

Question for survey would be about what specific online resources are of interest.

Community Forum, May 13, 2022 11:00 AM

At the library, outside under the canopy

Library staff: Mary Cronin, Polly Mahoney

Public: Sheldon Perry (Planning Board), Dan Beauregard (Rec Director), Dana Littlefield (Police Chief), Nina Morano-Coles (Library staff and Tamworth resident)

Planning Board could use help spreading word that even though Tamworth doesn't have zoning, there are still ordinances and regulations, and state requirements to meet for projects/buildings in town. Would love to see an update to the Binsack outdoor recreation trail map (to include parks and rec fields). Housing is #1 issue. Planning Board will do a build-out analysis to help with housing planning once tax map revisions are done. Both senior housing and workforce housing are needed. More housing will affect services like police, library, school.

Police:

Besides policing, a lot of social work is done by town's police. State will be rolling out 6-1-1 Mental health crisis line soon, need help spreading the word. Many people could use help filling out assistance application forms. Homelessness is a problem in town, mostly unseen. Expects homelessness to increase, especially if housing shortage is not addressed. Libraries often are resource/respite places for homeless people. Could use a list of local assistance resources to hand out. Poverty rate demographic statistic (9.9 %) feels low. Working to make sure resources to respond to emergencies are available in town rather than relying on state or Red Cross.

Rec:

Parents are looking for more stuff for kids to do, this is the most frequent feedback Dan gets. Adult pickleball group is off and running, and mostly self-directed. A rec center would provide space for teen programs, little kid programs, adult programs, after school programs, and allow rec programs to happen when school gym is not available. Outdoor game night (corn hole, ladder ball) will be held this summer on the history center green.

Nina is the parent of a teen. There is not much for teens to do, it seems much of their activity is screen-based. At the library, fewer teens are visiting, and fewer are checking out books. A youth center could offer unstructured activities (ping pong, billiards, corn hole, etc.) Loneliness and

mental health are big concerns for all ages, especially teens (60 Minutes aired a segment on the youth mental health crisis on May 8).

CIP is a good place to document and plan for future projects like rec building for programs.

Question for survey: What do you wish was available in Tamworth during the pandemic that wasn't?

Community Food Center, St. Andrew's Church, May 16, 2022

Notes by Mary Cronin

Attending: 10 CFC Board members, including Chair George Rau. Board members are from Tamworth and Sandwich, the Center's service area (except George, who is from Madison.)

CFC serves a wide range of ages and family types (singles, couples, families with children, older, younger...) They do outreach with families through the Brett School.

Discussion of the community served by both the library and CFC. Reluctance of people to accept food pantry services even if they and their families are eligible.

Could use help spreading the word about benefits of using a food pantry, like money saved by using the food pantry, eligibility, what to expect (choose your own food vs. getting bags of food from NH Food Bank). Expecting that current inflation in cost of food, gas, etc. will increase the need for food pantry services in this area.

Last summer's mobile library and plans for a regional bookmobile were brought up. Brainstormed ways to collaborate: combine with mobile food pantry and farmers' market, have bookmobile at CFC on their open days. What will bookmobile bring, just books or also technology? Talked about computer/hotspot that can be checked out. Talked about the library providing private spaces for telehealth appointments.

Need to reach working adults who could benefit from both food pantry and library services. Mobile library on weekends? Evenings?

Monthly flyers with library news can be brought to CFC to be distributed to clients. CFC will share library surveys with clients, as long as responses are anonymous.

Community Forum (Zoom), May 18, 2022 6:30 PM

Library staff: Mary Cronin, Polly Mahoney (at the library)

Trustees: Allie Kaplan-Thompson (at the library), Anne Chant, Lew Prillaman

Public: Kathleen Nugent, John Gotjen, Grant Prillaman

Kathleen appreciates the wintertime Zoom programs and recordings of programs on Youtube; can come even though away in the winter.

Anne noted that the library's strategic plan is a living document (i.e. updated) and has been a useful tool for library Trustees and staff. It is used regularly.

John said the town's Master Plan is due for an update.

Observations about the community based on compiled demographic info, other data, and observations:

COVID-19 Vaccination rate seems low (as of 5/20/2022 55.9% of Tamworth residents are fully vaccinated, 73.9% of all NH residents are fully vaccinated)

Impression that the town pretty evenly divided along political lines

Poverty rate is higher than expected

What do we wish we had in Tamworth during COVID that we didn't?

There needs to be greater communication by the town and town organizations pointing to resources

Pandemic observations:

- More people rely on technology now; witnessed more wifi use in and outside the library.
- The Town Office is providing more info.

Kids, school achievement test scores, and family literacy:

- Improving reading and reading comprehension will help test scores.
- Are low test scores result of lack of reading or lack of access to reading material?
- Pandemic made bus transportation less flexible, not able to change drop-off to library for kids participating in afterschool library programs (hopefully this will change soon)

Ideas from today's conversation:

- Find ways to encourage family reading
- Emphasize lifelong learning
- Provide opportunities for socializing, coming together
- Library as gathering place (backyard river space is especially nice)
- Pair library programs with social thing
- Promote Library of things to draw in new people
- Use Little Free Libraries to encourage reading and use of public library (cross promotion)

Other thoughts:

- Improve walking/biking between school and village

Selectmen's Meeting, May 19, 2022

Notes by Trustee: Betsy Loughran

Note: The board had not gotten the demographic material so time was spent getting at least the one pager copied and giving them time to look at it.

1. What does the demographic information reveal about Tamworth's needs? How would you prioritize them?

The biggest concern for the group was the low test scores

- Develop collaborative after school programs with the Brett School concentrating on math, English and science.
- Find a way to transport children to library for some afterschool programs
- Consider some test preparation programs.
- Collaborate with summer programs aimed at keeping the loss of skills over the summer lower.
- Idea of the Book Mobile very popular.
- Use the 3 D printer as a focus for some math/science programs for middle/high school kids
- Canning
- Current digital resources great. Publicize them as much as possible.
- Collaborate with other groups to get universal high speed internet.

2. Another interest was in developing gardening programs for kids and adults

- programs on how to cook with rice and means
- keeping a garden going over the summer for children
- Canning and preserving programs

2. What questions should we ask about the pandemic years?

- They would really like to know how the pandemic affected individuals and families – emotionally? Financially? Physically?
- What's your litmus test for deciding when you come back to in-person events?
- To what degree is it important to continue to offer Zoom or hybrid programs?

Tamworth Community Nurse Association Board of Directors, Wednesday, May 18, 2022

In attendance: Leslie Johnson, Emily Verny, Maureen Diamond, Neysa Packard, Karen McCall, June Aprille, Roland Lamb, Mary Watkins, Judy Verny, Nina Perry.

With Cook Memorial Library Trustee Paul Priestman (notetaker)

How have your needs for reading, learning, and information changed? Your family's?

- One member with young children listens to podcasts more now than even audio books.

- Three of four members were emphatic that they checked out books and read more now than before, especially during the pandemic.

What does the demographic information reveal about our Tamworth community's needs? How would you prioritize those needs?

- Our community needs more health and nutrition information advocacy.
- Prioritize access to children as a "safe-homey" place
- Several members like book clubs
- Several members thought the library, in collaboration with others, could be an information hub for new families, like a "Newcomers Club," perhaps something like the new baby bags that go out (from Gail?).
- One member needed resources for parents in helping their children in their learning

After two-plus pandemic years, what questions should our library ask our community?

- One member asked if the community needs to be "reinvited" back into the library. Old habits have been broken, uncertainty about what the library's status is.

Miscellaneous observations.

- CML should steal the TCNA community survey.
- Is there access to spanish language media?
- Cribbage
- With Lyceum and Other Store closed, the library's bulletin board is an important community information sharing tool
- One member liked checking out seeds
- Generalized praise for the library as a whole, in particular the concerts and coffee hour

Tamworth History Center, Spring 2022

Introduction:

The Cook Memorial Library updates its strategic plan on a regular basis. This year it is reviewing the first results from the 2020 census and its implication for Tamworth. Its first step in the process is to ask several community organizations including the Tamworth History Center to give feedback which will be used to design a community survey to go out this summer. I was supposed to

get this information at our May 19th board meeting but I forgot – and there wasn't time anyway. I would very much appreciate each board member to fill out this questionnaire and to get it back to me within a week if possible. You can fill it out on line and send it back or you can print the attached survey and mail it to me if that is easier. There are three questions for everyone and I added one specifically about THC's collaboration with the library.

Thank you so much.

[There was one response from a THC board member]

1. How have your needs for reading, learning and information changed? Your family's?
Reading, learning and information come to us primarily through digital media these days. A slow reader, I have never taken pleasure in reading as an adult. For a long time, we listened as a family to books on tape and then on CD, but now learning and information come primarily from NHPR and BBC World Service and not library services. However, I do recognize the library's importance in the community and we do support it.

2. What does the demographic information reveal about our Tamworth community's needs? How would you prioritize those needs?

My earlier response was written before I recalled that I have a copy of Appendix A, Tamworth NH Demographics, Community and Statistics Digest. In general I think the report reveals the fact that the library plays an essential role in this community, where so many are struggling to make ends meet. Clearly, Internet access is important for any townspeople who cannot afford Internet access or live in an area that is not served. The challenge is reaching these people so that they know about the many resources available to them through the library. One way to access this population might be through a school newsletter. Perhaps another is regular presence at the Farmers' Market, though I am not sure how many people with limited means attend, even though SNAP benefits are accepted. The report also reveals a weakness in English and Math among Tamworth students. I am not sure whether these areas could be addressed through library services, though.

3. After two-plus pandemic years, what questions should our library ask our community? The pandemic has pushed many people deeper into technology. For some, this process has been relatively easy but for others it has been a real challenge. I would ask the community whether households have used this aspect of library services or whether they are even aware tech support is available, along with extensive instruction in operating computers and solving tech issues.

4. What ideas do you have for how THC and the library could collaborate?

I think it would be helpful if those interested in Tamworth and its history could know what sort of information each collection offers.

Tamworth School Board, June 16, 2022

In attendance: Pat Ambrose, Siena Kaplan-Thompson, Kathi Padgett, Jack Waldron, Michael Whaland, Dexter Harding, Kevin Mahoney, Susan Wheeler, Melanie McBrian. Kris Rines attended for the Cook Memorial Library

How have your needs for reading, learning and information changed?

- Brett would like a closer working relationship with Cook but geography is a problem. Busing may continue to be problematic in the face of Covid but that may change if Covid ever relents. The idea of an improved walking path was discussed. Road shoulders need to be widened considerably and/or sidewalks constructed to allow for safe walking and biking from the intersection of Depot Rd and 113 all the way through town to the library.

It was thought that Lakes Region Planning Commission had this as a proposed project at one time and may be open to help if it were brought to them again.

- There was a lot of praise and appreciation for the work the library currently does with the children and praise for the wonderful job the library did with the Brett school archival materials. There was a brief discussion of the possibility of the school and library librarians working more closely together perhaps on development of research projects for the kids.
- Audio books and zoom presentations were very helpful to some during the pandemic and continue to be so.

What does the demographic info reveal about our community needs? How would you prioritize them?

- There was a lot of appreciation for the demographic information sheet!
- It was noted that we seem to be both a community with an older population and higher poverty levels.
- There was a discussion regarding the importance of libraries to lower income families, both the children and the adults. Books, magazines, newspapers, access to WIFI and computers are all necessary. Library programming, including story time, was praised.
- Once again, the problem with access to the library was raised. We are spread out across the entire town and with the rising price of gas and limited time, many people simply can't get to the library.
- The current "bookmobile" was praised, and everyone loved the idea of the NNHLC bookmobile.

After 2+ years of the pandemic, what questions should our library ask of the community.

- Having meeting rooms open in the library is important to the health of the community
- Could the library pull together information on the pandemic, rather like the demographic information, that could be made available to the town.
- It would be wonderful if the library could teach people how to recognize what is valid and truthful information.
- Does the library have a list of all of the local resources
- The zoom presentations and the outdoor classroom have been a wonderful resource and it would be good to keep them going.

Appendix D

Community Survey and results

Survey was open from August 1 through September 30, 2022 and conducted online and on paper. The online 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 Google Group message board.

Paper surveys were available at the circulation desk at the library, and also placed at the town office.

To encourage survey responses, after filling out the online or paper versions of the survey could enter a drawing for a \$50 gift certificate to a Tamworth business of their choice.

There were 206 responses to the survey.

Survey Questions:

1. I am (choose one)

- ☐ a year-round resident of Tamworth
- ☐ a part-time resident of Tamworth
- ☐ I don't live in Tamworth, but I have a library card at Cook Memorial Library
- ☐ I don't live in Tamworth and I don't use the Cook Memorial Library
- ☐ Other:

2. I am (choose one)

- ☐ Over 75 years old
- ☐ 55-74 years old
- ☐ 35-54 years old
- ☐ 19-34 years old
- ☐ 12-18 years old
- ☐ under 12 years old

3. What would you try first to get info about the library? (choose one)

- ☐ Call or stop in the library
- ☐ Search internet or ask smart device
- ☐ Search library website
- ☐ Search social media
- ☐ Ask a relative, friend, or neighbor
- ☐ Other:

4. How do you like to learn about new things? (check all that apply)

- ☐ Read a book or magazine

- Research online
- Take an online class
- Watch videos
- Take a class or workshop (hands-on)
- Attend a talk (listen and learn from an expert)
- Ask someone who knows
- Explore on my own
- Other:

5. I am most likely to borrow or use these items from the library's in-house collection (check all that apply)

- Print books
- Audiobooks (CDs, preloaded audio players, audio + book combos)
- Print magazines
- Video DVDs
- Learning kits for kids
- Tech or computer equipment
- Tools or gadgets
- None of the above
- Other:

6. I am most likely to borrow or use these items from the library's digital collection to use on my device(s) (check all that apply)

- Ebooks
- Downloadable audiobooks
- Digital magazines
- Online newspapers
- Streaming video
- None of the above
- Other:

7. Our library has a number of "things" that can be borrowed. We are thinking about expanding our "Library of Things." What kinds of "things" might you be interested in borrowing from the library to try out or because you only need them occasionally?

(check all that apply)

- Tech or computer equipment
- Tools for home repair
- Craft or sewing equipment
- Cooking or food preservation equipment
- Gardening tools
- Test devices for the home (to identify cost-savings or monitor health/safety)
- Learning toys/kits for children
- Other:

8. In the past year, I have visited the Cook Memorial Library to (check all that apply)

- ☐ Borrow books and/or other items from the collection
- ☐ Bring kids to a program or to use the library
- ☐ Attend a program, workshop, or discussion
- ☐ Use one of the library's computers
- ☐ Use the copier, printer, or fax
- ☐ Use the wireless internet connection
- ☐ Get help using technology
- ☐ Meet with friends or neighbors
- ☐ Find a quiet place to read, study, or work
- ☐ Ask the librarian a question
- ☐ Use the restroom
- ☐ Just enjoy being at the library
- ☐ Other:

9. What kind of reader are you? (check all that apply)

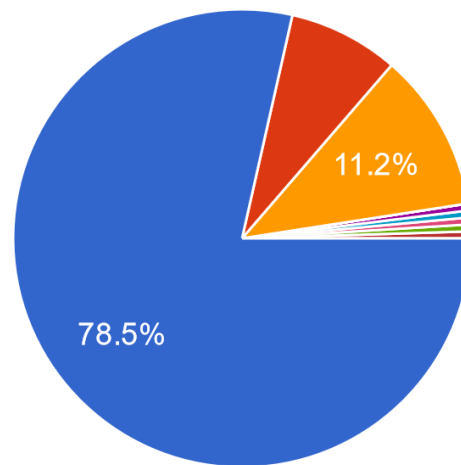
- ☐ I'm an avid reader
- ☐ I'd like to read more
- ☐ I prefer not to read
- ☐ I'd like to improve my reading
- ☐ I'd like to help the children in my life read more or learn to read
- ☐ Other:

10. In the past year or so, what question did you ask that still needs an answer?

Cook Memorial Library Community Survey 2022 responses

I am

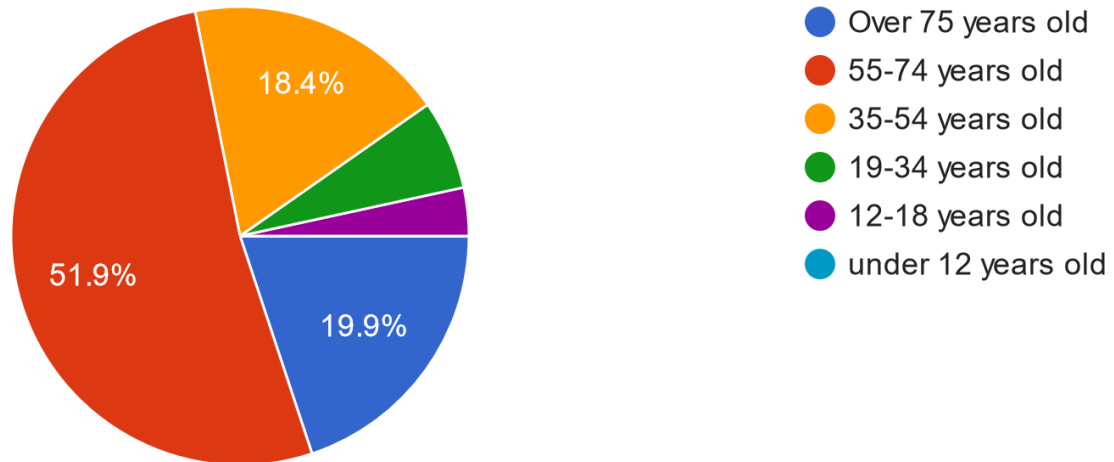
205 responses



- a year-round resident of Tamworth
- a part-time resident of Tamworth
- I don't live in Tamworth, but I have a library card at the Cook Memorial Libr...
- I don't live in Tamworth and I don't us...
- Ossipee full time
- Summer resident
- summer Silver Lake
- live in Madison work for NHS here a lot
- visit often!

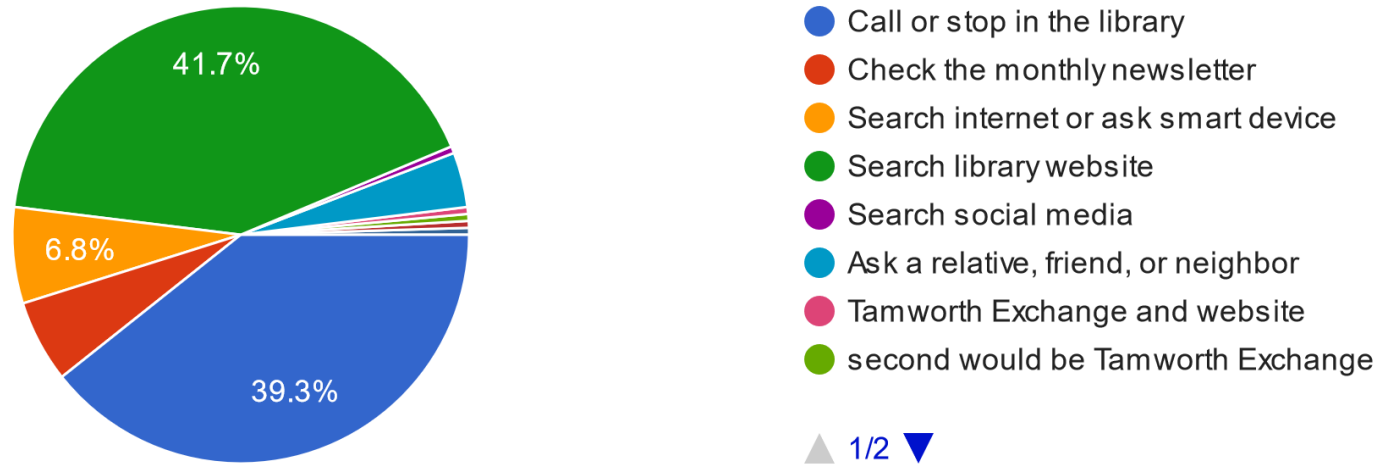
I am

206 responses



What would you try first to get info about the library?

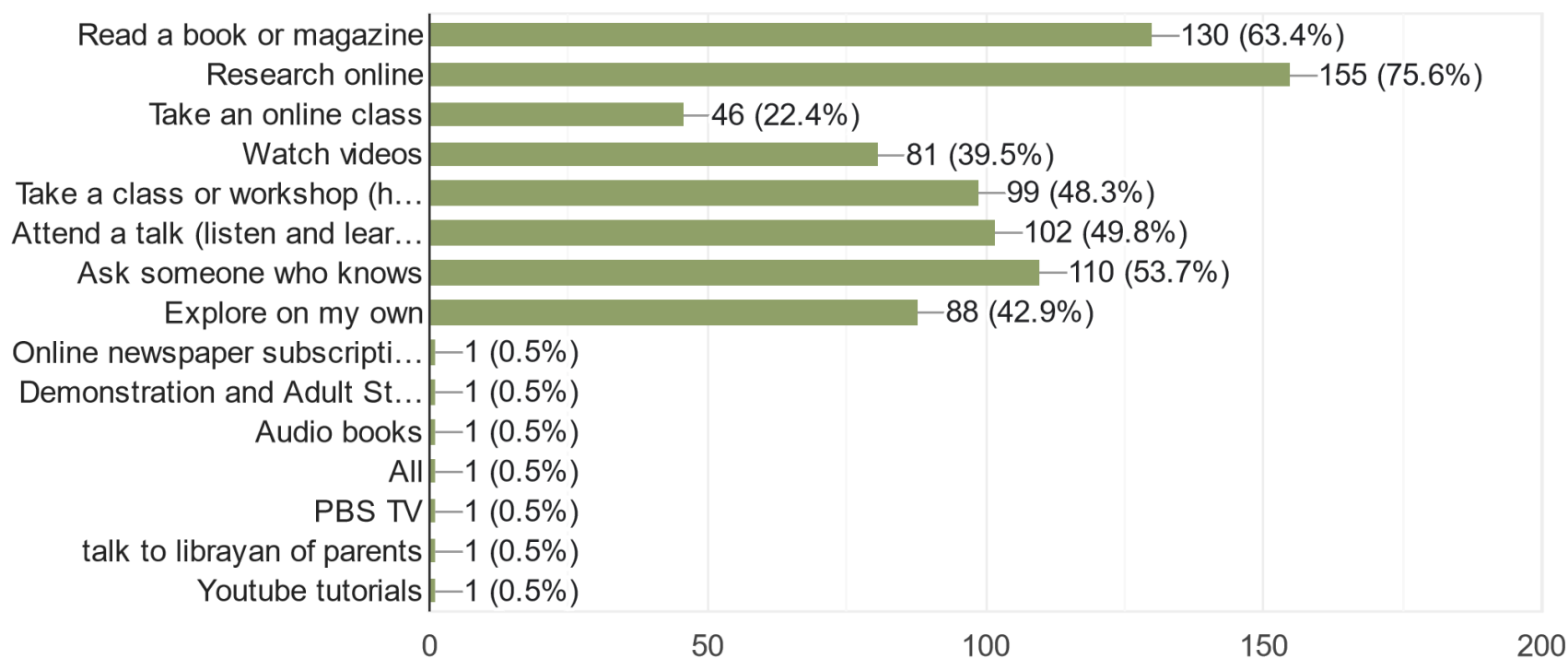
206 responses



Last two responses: Tamworth exchange; stop in or use website

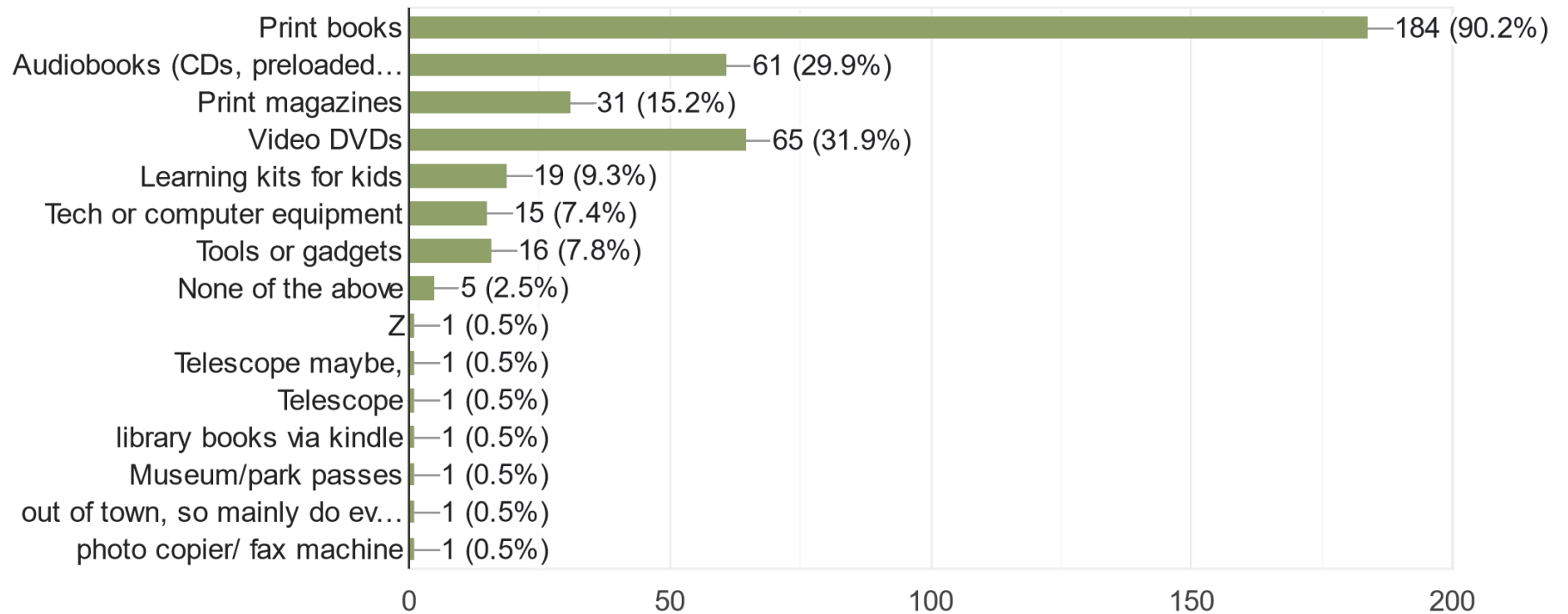
How do you like to learn about new things?

205 responses



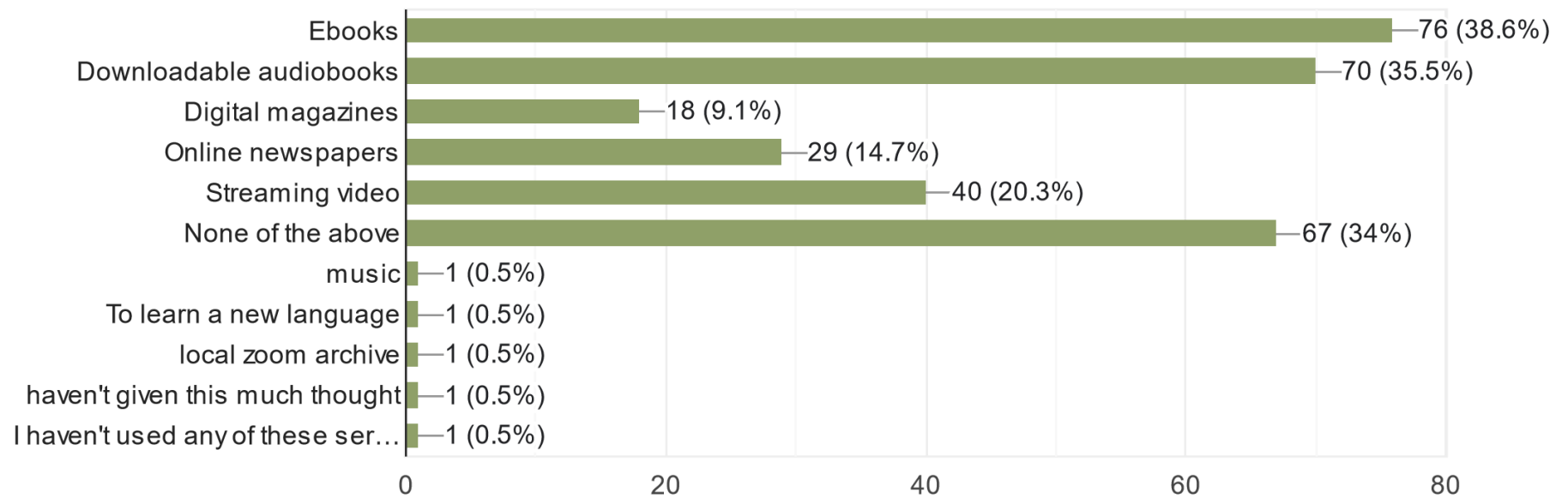
I am most likely to borrow or use these items from the library's in-house collection

204 responses



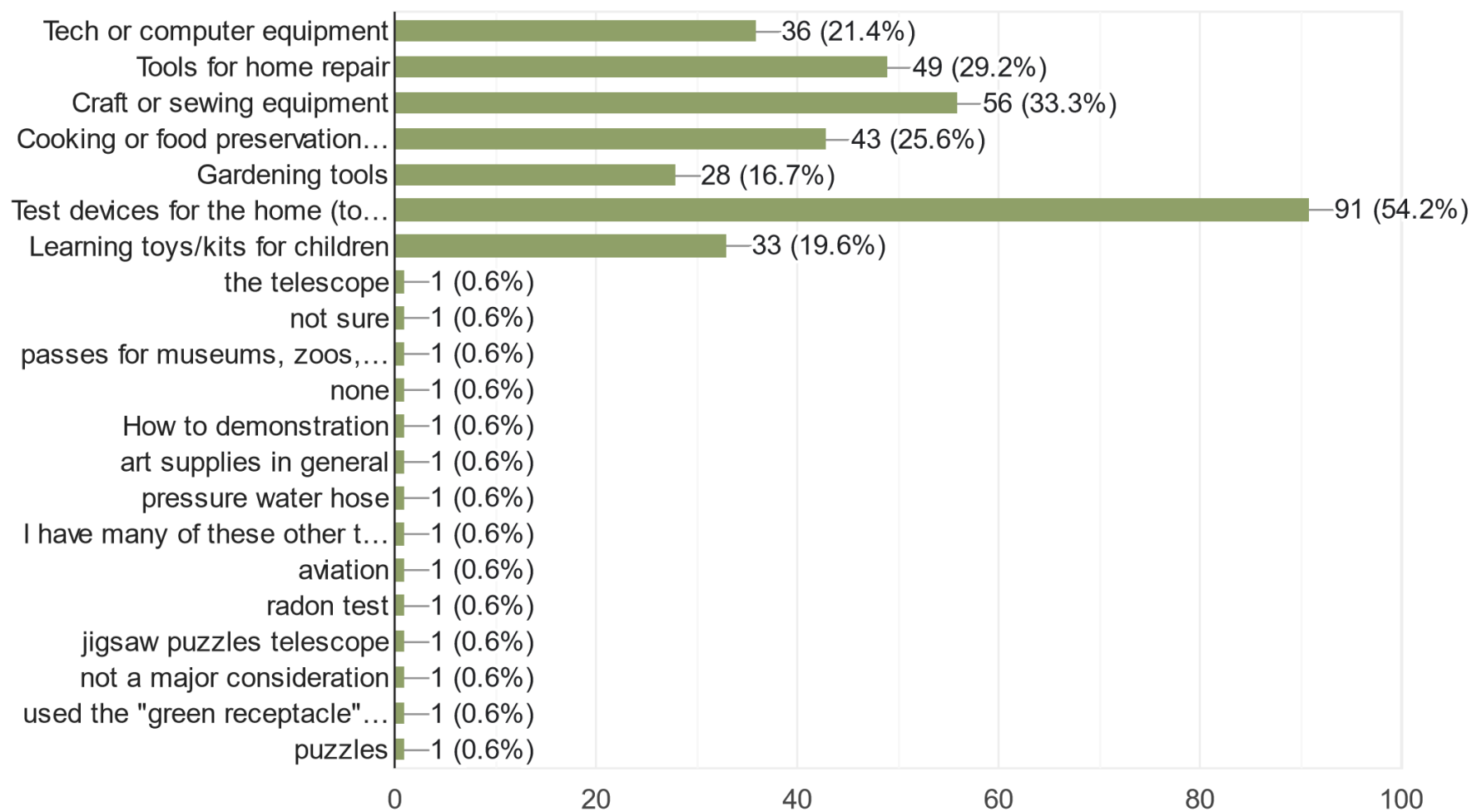
I am most likely to borrow or use these items from the library's digital collection to use on my device(s)

197 responses



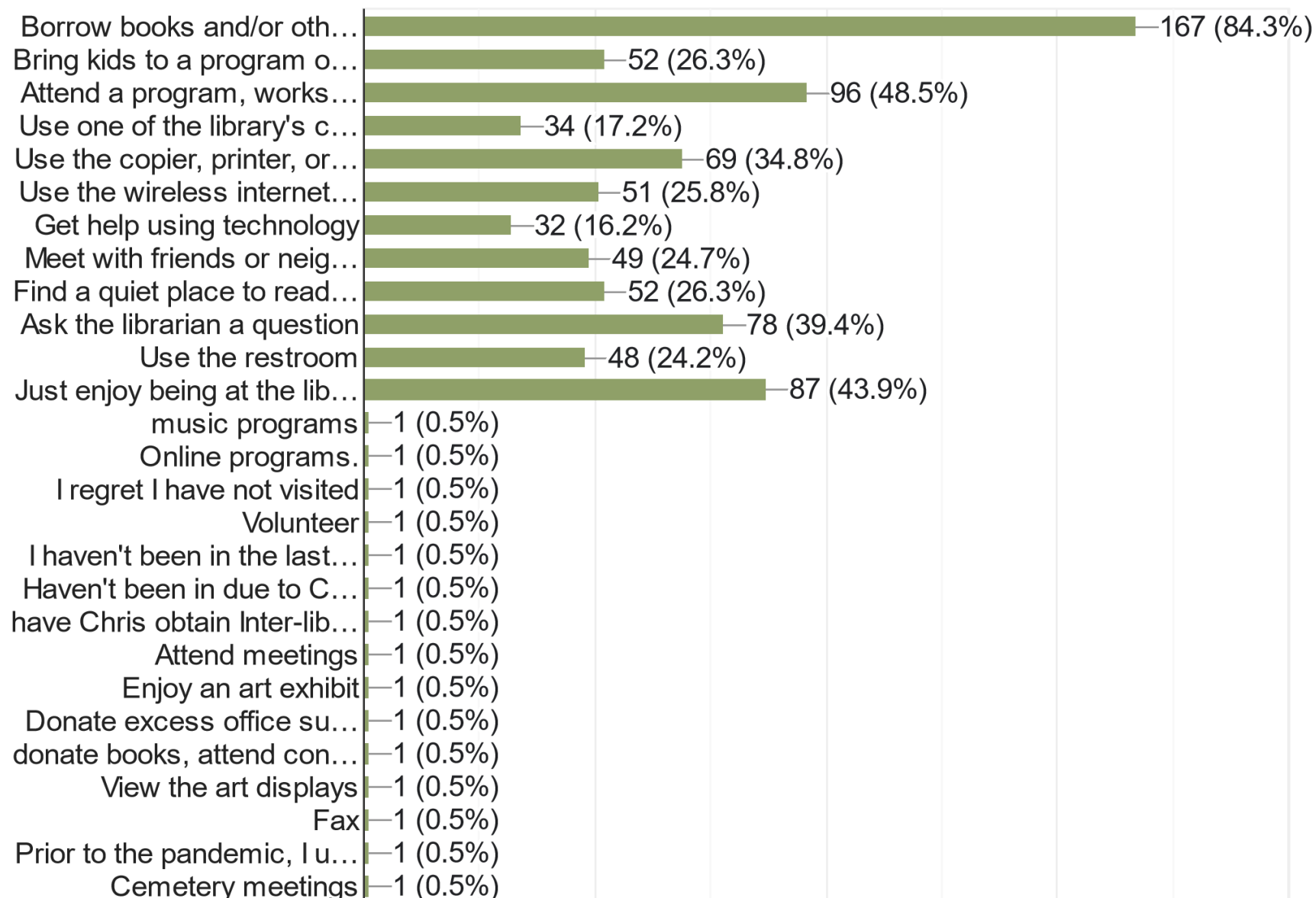
Our library has a number of "things" that can be borrowed. We are thinking about expanding our "Library of Things." What kinds of "things" might ...ry out or because you only need them occasionally?

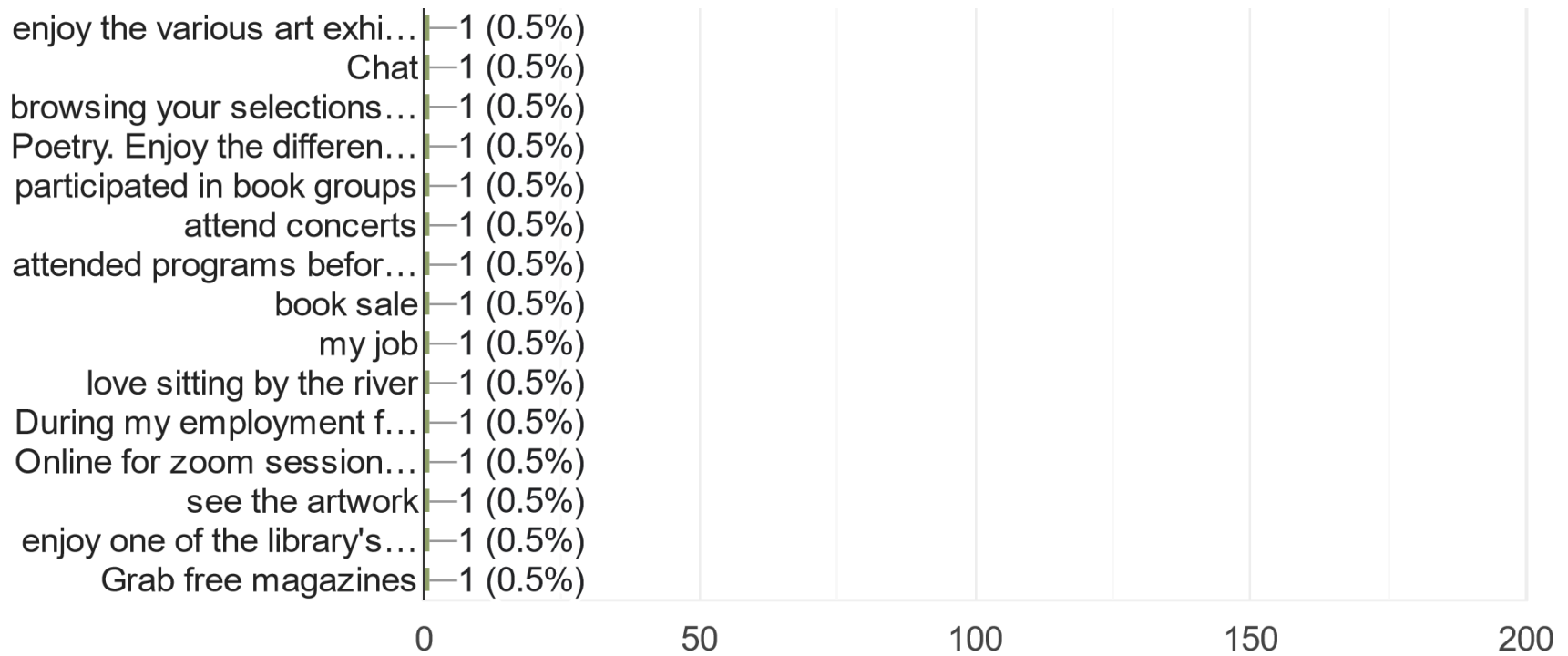
168 responses



In the past year, I have visited the Cook Memorial Library to

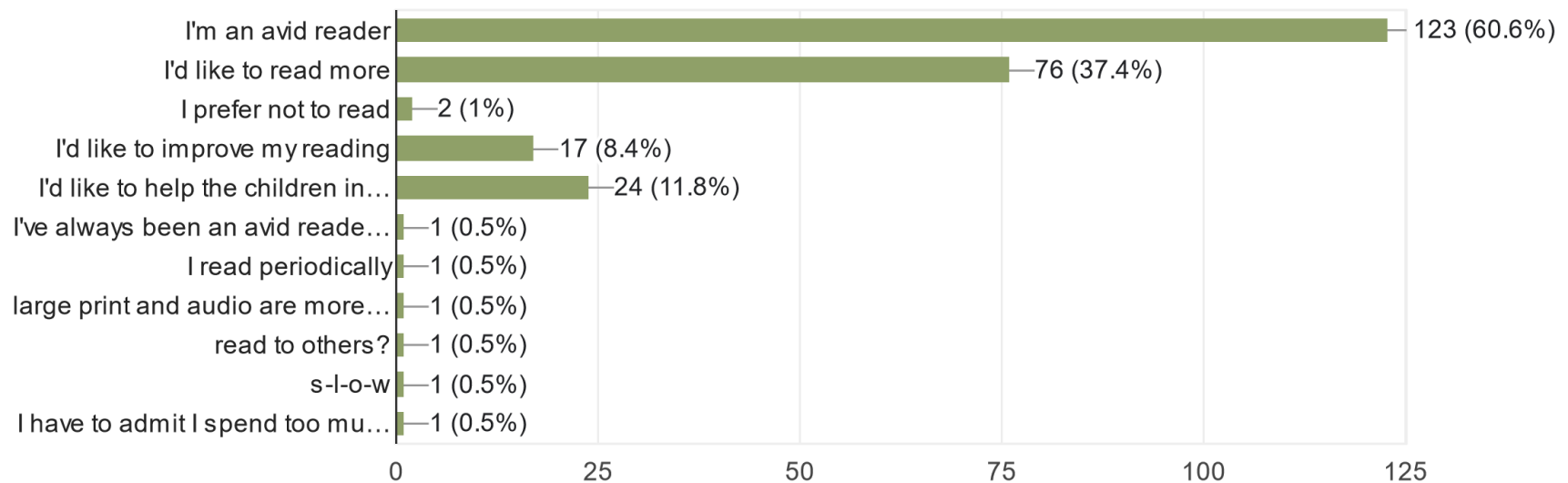
198 responses





What kind of reader are you?

203 responses



In the past year or so, what question did you ask that still needs an answer?

66 responses

- 23 None
- 12 Thankful for library and/or librarians' help
- 4 How to support library
- 5 Specific program/material/information request
- 4 Need help with technology
- 1 Complaint about library
- 5 Community concerns
- 7 Concerns about our country and world
- 5 Philosophical ponderings

Appendix E

Strategic Priorities discussion, December 6, 2022

Notes by Mary Cronin

Present: Library staff Mary Cronin, Amy Carter, Peggy Johnson, Lucy Gatchell, Nina Morano-Coles, Polly Mahoney; Library Trustees Betsy Loughran, Lew Prillaman

Topic: Discuss ideas to help Trustees decide on strategic priorities for the library for the next couple of years.

Based on collected* demographic info, forums, and survey, what are the strategic priorities for the library for the next couple of years?

*Collected supporting information

[Demographic digest](#)

[Notes from Community Forums](#)

[Results from Community Survey](#)

Discussion:

Order of priorities matters

Strategic Priorities are broader than action items; Staff will identify action items once priorities are set by Trustees

Priorities should be accomplishable within the two-year time frame

Communication and promotion of library services and resources always a concern

List of Strategic Priorities that group recommends (in no particular order and in draft form)

Enhance outdoor space

Engage community through library's historical resources

Continue exploring format and accessibility of programs

Address learning loss through literacy building activities

Expand our reach to let more people know what the library offers

Work with NNHLC libraries to get a regional Bookmobile on the road

Other priorities discussed

Keep "Foster deeper community connections" priority

Recognize and value library staff as a community resource

Other things discussed

Action items that can be done now: use town newsletter to promote library, plan "appy hour" program to have folks share favorite apps, promote online resources more

Resources

Cook Library Strategic Plan 2018-2020: <https://tamworthlibrary.org/wp-content/uploads/CML-Strategic-Plan-2018-2020-final-1.pdf>

Dynamic Planning Institute Workbook by Stephanie Gerding, Public Library Association (2018).

The Librarian's Guide to Homelessness: An Empathy-driven Approach to Solving Problems, Preventing Conflict, and Serving Everyone by Ryan J. Dowd, American Library Association (2018).

Strategic Planning for Public Libraries by Joy L. Fuller, Public Library Association (2021).

Sustainable Thinking: Ensuring Your Library's Future in an Uncertain World by Rebekkah Smith Aldrich, American Library Association (2018).

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