

KPL Board of Trustees  
LONG RANGE PLANNING COMMITTEE  
Effective July 1, 2021 – June 30, 2022

The staff of the Keene Public Library, the Keene Public Library Trustees, members of the Friends of the Keene Public Library, and staff of the City of Keene were invited to participate in a SWOT analysis. Through this process, participants identified and ranked critical library strengths, weaknesses, opportunities, and threats. This information was then analyzed and synthesized by the members of the Trustee's Long Range Planning Committee, and was considered when creating this plan.

Library goals and objectives outlined in this document are to be promoted by all library stakeholders, inclusive of library staff, Trustees, and Friends of the Keene Public Library.

The expectation is there will be a mid-year and end-of-year review of progress met towards goals and objectives. Findings and recommendations will be made in the Keene Public Library annual report. Unfinished business will be addressed in the subsequent long range plans.

In addition, it is noted that this plan takes into consideration the known and unknown complications of the COVID-19 pandemic. It is understood that the pandemic presents certain restrictions and an increased need for safety related policies, procedures and protocols. It is for this reason this plan was created with the intention of being used for one year, during the pandemic.

The following are the three goals adopted for the Keene Public Library's plan for fiscal year starting July 2021. It is noted the Library is already engaged in working on many of these goals. This plan states our increased efforts toward achieving them. All goals of the Library's plan support the Library's mission:

To provide free, open and convenient access for all Keene residents to acquire information for growth in their personal knowledge; for life-long learning and enjoyment; for the fulfillment of informational needs, desires and curiosities; and for enhancing quality of life in the community.

## **GOAL 1**

### **Marketing/Communication: Internal and External**

The library will prioritize effective communication internally and externally, relaying timely, useful, and appealing information.

*Objective 1: (Internal Communication)* Increase cross training and information sharing between shifts, departments/service areas, etc. to increase effectiveness in assisting the public and easing staff workloads.

*Objective 2: (External Communication)* Increase marketing, outreach, and strive to be responsive in all communications to and from the public using a variety of methods and platforms.

- Improve public understanding of the library mission, budget and related processes.
- Increase resource awareness for the public.
- Respond to public questions and comments on public platforms including social media.
- Have a library presence at community and civic events.

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*Objective 3:* Establish, increase, and strengthen partnerships and collaborations to better promote the library's mission, services, and better serve the public.

## **GOAL 2**

### **Optimizing Our Assets**

Library staff and board will be empowered to create informed analysis of internal and external processes and procedures. Streamlining and updating departmental and organizational processes to reflect present day library services will positively improve patron experiences.

*Objective 1:* Leverage new and existing technology to provide services and communications with the public.

*Objective 2:* Optimize use of the expanded building and outdoor spaces for programs and public access.

*Objective 3:* Enhance staff training to facilitate full utilization of the building and equipment by improving methods, procedures, protocols, communication, and education in order to positively impact services to the public and increase potential revenue.

*Objective 4:* Prioritize hiring and retainment of staff at full capacity, and advocate for full time positions for professional staff.

## **GOAL 3**

### **Increase and Ensure Inclusivity For All**

Keene Public Library will ensure that services and information is accessible and inclusive for all.

*Objective 1:* Increase access to all library materials, facilities, programming, and technology, regardless of ability, race, ethnicity, color, socioeconomic status, education level, sexual orientation, gender, religion, citizenship status, and any other factor that may be a barrier to library users.

- Optimize physical assets and update policies for better management of spaces and resources.
- Reevaluate procedural access issues such as: costs/fines associated with overdue fees.
- Improve access to popular items.

*Objective 2:* Support the recommendations made by the Racial Justice Committee and make Keene Public Library's services more diverse and equitable by cultivating cultural awareness of people of all backgrounds.

- Expand library collection and services to become more diverse and inclusive.
- Engage people of all backgrounds in library services.
- Celebrate diversity by hosting and partnering with local organizations to provide events and programs that promote diversity and inclusion.

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- Cultivate and support a culture of diversity and inclusion that will enhance the collaboration and connectedness of people from diverse culture and backgrounds in our community.

*Objective 3:* Develop partnerships with and provide space for local service agencies and other organizations to make available additional resources and programming for the community.

- Network with businesses and other organizations in the local area to promote local initiatives.
- Collaborate with social service agencies to assist with providing resources to vulnerable populations such as people experiencing homelessness, drug misuse, etc.

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SWOT Analysis Findings:

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Staff &amp; Leadership: Flexible and adaptable to change(s), diverse skills, caring, knowledgeable, team</li> <li>• Awesome new space (location/walk ability, grounds, modern tools, Maker Space, event spaces &amp; resources)</li> <li>• Community Support: Trustees, Patrons, City Staff/Departments, City Council, Friends of KPL; Engaged Community and organizations, KSC</li> <li>• Plentiful and varied resources: collection &amp; programming; Keene Link</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Communication: external (marketing, outreach, responding to negative social media) &amp; internal (lack of cross training, info sharing)</li> <li>• Staffing (shortages &amp; turnover (retirement &amp; seeking FT , reliance on part time and volunteers, building configuration challenges)</li> <li>• Access Issues             <ul style="list-style-type: none"> <li>○ Physical: parking on site, exterior seating, building configuration/multiple entrances/staffing</li> <li>○ Procedural: cost/fines associated with parking, overdue fees, computer/popular item wait times, non-resident library cards, update policies for better management of spaces &amp; resources</li> </ul> </li> <li>• Financial constraints</li> <li>• Negative Public Perception: (lack of diversity, homeless population, drug use, inappropriate content for minors on computers)</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Leverage Resources (Technology, Capacity building through staff training &amp; Building/Outdoor spaces, Potential rental income)</li> <li>• Increase Communication (Establishing Partnerships, marketing, collaboration, public education/civic conversations, budget education, more resource awareness for patrons)</li> <li>• Programs (Art, history, culture, off site opportunities, networking opportunities, civic engagement, tie to businesses &amp; downtown events, income opportunities)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Limited Resources (Funding, budget, staffing levels &amp; burnout &amp; lack of health for PT worker, low wages for para-professionals, economic health of city, socio-economic &amp; cultural challenges in community)</li> <li>• Pandemic and other unexpected future challenges (lasting effects of habit changes, tech changes that offer new opportunities to public, financial constraints at KSC could affect future partnership)</li> <li>• Staying relevant for current times &amp; other competitive similar services (Amazon)</li> </ul>

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