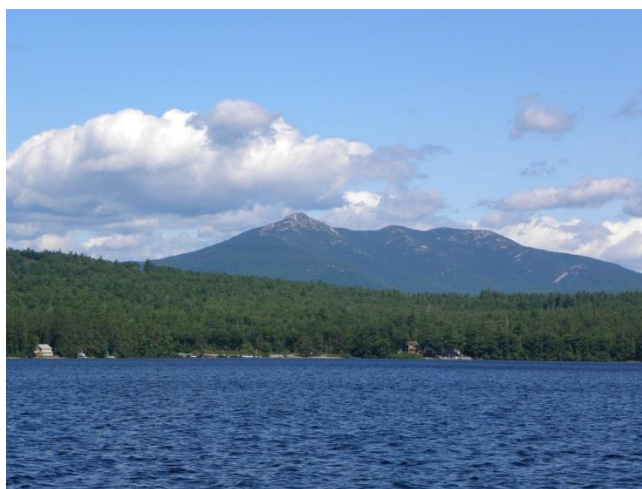October 2014

Madison Library

Strategic Plan
2015 – 2017

Strategic Planning Committee and Board of Trustees
MADISON LIBRARY, MADISON, NEW HAMPSHIRE

Contents

Executive Summary.

This is the Strategic Plan for the Madison Library. The purpose of this plan is to guide the activities and programs of the library for the three year period 2015 through 2017. The process used to develop this plan consisted of drafting terms of reference for a Strategic Planning Committee (SPC), forming the SPC, outlining a plan of work, obtaining community opinion, and writing and reviewing the various drafts. The essence of this plan is contained in the vision, mission, goals, and associated priorities it defines.

The core vision is that the Madison Library will be a community hub and our town's link to a larger world.

The mission of the Madison Library is seen as connecting the people of Madison with materials, programs, and services that educate, inform, entertain, and inspire.

The goals of the Madison Library are to:

- Strengthen the community,
- Promote and foster individual learning,
- Grow services consistent with technological developments, and
- Encourage use of the library as a community center.

To guide in its implementation, this plan establishes priorities within each goal that, if followed, should result in progress toward these goals during the next three years.

Although small and rural, Madison is blessed with a citizenship concerned with and engaged in shaping the future of the community. The Madison Library, as the cultural center of the town, will play an important role in that future. This plan is submitted as a design for that role and a contribution to the progress of our town.

1. Introduction.

In early 2014 the Trustees of the Madison Library initiated a process to develop a strategic plan for the library. Madison is a small, rural town with limited resources, town facilities, and commercial activity. In this environment the library serves as a keystone of the community through its circulation assets and activities, cultural programs, and technical services. The Madison Library is cherished by all who use this town resource. All library staff members are committed professionals; highly respected and valued by library patrons and the community in general.

Given its key role in the community, future expectations for the library may exceed the resources available and needed to meet these opportunities. Therefore, the trustees and staff saw the need for an established set of general goals and more specific priorities to guide their decisions and activities for the operations and development of the library. We needed a strategic plan.

As described below, the planning process was well-structured and focused on obtaining the views of the community on the utility and value of current library services and programs, and on future expectations and directions. The efforts to establish the planning process, garner community opinions, and write and review the plan took about six months. Except for assistance with a community conversation session, the work required in developing this plan was performed by the trustees, the SPC, the library staff, and volunteers. Those involved trust that the concepts conveyed in this document will serve to sustain and better our library and community.

2. Community Profile.[1]

Madison is a small town located in Carroll County in eastern, central New Hampshire. This territory originally consisted of land grants given to soldiers who fought in the Seven Years War (1756 – 1763). The town incorporated in 1852 and presently consists of the village of Silver Lake and the communities of East Madison, Edelweiss, and Moore's Pond. Madison is a rural town with only two retail enterprises, a hardware and building supplies store located near the town center, and a convenience store located several miles from the town center. A major feature of the town is Silver Lake, a lovely body of water used for recreation and sporting activities by residents and visitors year round.

Town statistics:

Area	40.9 sq. mi. (2.4 sq. mi. is water of Silver Lake)
Population	2,502 (2010)
Median age	49 years
Education	91.4% High school or higher
	28.4% Bachelor's degree or higher
Income	$31,148 per capita
	$61,176 median family

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[1] (Economic and Labor Market Information Bureau, 2014)

Government	Board of Selectmen
	John Arruda
	Michael R. Brooks
	Josh Shackford
Town budget (2013)	$2,544,602 (does not include School District)
Educational facilities	Madison School, K 1-6, 157 students
	Grades 7-12 Conway, School Administrative Unit #9
Large employers	Year-round resort
	Lumber mill
	Hardware store and home center
	Precision machine tooling shop
	Plumbing supplier
	Sports clothing manufacturer

3. Library Profile.

3.1 Facility

The Madison Library is a two-story, cape-style building erected in 1995 on town-owned land adjacent to the town hall. Prior to 1995 the town library was shared with the elementary school in a former one-room schoolhouse building. The building construction was funded mainly through private donations, and after construction was complete the building was donated to the town. The main (upper) floor consists of one large room of about 2,000 square feet. This room contains shelves for the collection, circulation/reference desk, two public work tables, four public access computers with unfiltered internet access and office software, a children's area with its collection and small tables and chairs, and a small, comfortable sitting area with views outside. The lower floor contains a finished meeting room (for about 40 persons) and an unfinished area used for storage.

3.2 Collections and accesses

The library collection consists of the following general categories and items:

Books for circulation – 10,675 volumes,

Reference books and archives – 344,

Audiobooks – 391 CDs,

Music - 350 CDs,

Videos – 1,295 DVDs,

Periodicals – 54 titles,

Games, puzzles, and book kits – 43,

Technical equipment for circulation – 19 items including a telescope, and

Historical items (to be catalogued).

In addition, the library provides access to:

E-books – 9,701 in NH Downloadable Books and 335 in TumbleBooks,

Downloadable audiobooks 7,698 in NH Downloadable Books,

Streaming videos – 4,500 in IndieFlix and 83 in TumbleBooks,

Periodicals – 1,000s of titles trough Ebsco, and

Databases – 23 included with Ebsco, plus Ancestry, HeritageQuest, Career Cruising, Britannica, and local history.

3.3 Services

In addition to services associated with the physical collection and downloadable materials, the library provides inter-library loan access as well as practical support functions that include copying, faxing, scanning, public computer work stations, internet access, and limited assistance with the operation of electronic devices. The library staff also provides general reference support.

3.4 Programs

The library provides many important community support functions. It presents, or assists in the presentation of cultural, educational, and recreational programs throughout the year. The programs include: story times and other children's programs, book discussion groups, technology training sessions, arts and crafts workshops, and lectures of local or general interest.

3.5 Governance and staff

The library is governed by a Board of Trustees, an elected board of volunteers consisting of seven members serving terms of three years, and three alternates. The Board of Trustees is responsible for hiring a Library Director, preparing the annual budget, submitting reports required by the Town of Madison and the State of New Hampshire, and following statutes that apply to libraries. The members of the Board of Trustees (and their office terms) are:

Peter Stevens, Chair (2017)	Thomas Reinfuss, Vice Chair (2015)
Angela Johnson, Treasurer (2016)	Susan Bailey, Secretary (2016)
John Filson (2016)	Cheryl Littlefield (2017)
Linda Drew Smith (2015)	Sandra Carr, Alternate
Bruce Kennedy, Alternate	Mary O'Neil, Alternate

The Board of Trustees has established a set of policies on management issues such as finances and bookkeeping, investments, and emergency management, and a set of plans on services matters such as circulation, inter-library loan, and technology.

These policies and plans are available at: http://madisonlibrary-nh.org/WP/about/policies/

The staff of the library consists of a Director, two Assistant Librarians, and 10 -12 volunteers. The current staff members and their weekly work hours are:

> Mary Cronin, Library Director (25),
> Cam Spence, Assistant Librarian (6), and
> Sloane Jarell, Assistant Librarian (14).

The Library Director is responsible to the Board of Trustees for the management and execution of all matters related to the operation and functions of the library.

Sloane Jarell, Cam Spence, Mary Cronin

3.6 Budget

The 2014 operation budget of the library was $76,136. This total is made up of $68,036 from town appropriated funds, $4,520 Trustees' funds, $680 from program grants, and $2,900 from the Friends of the Madison Library in direct support of collections and programs. These resources are allocated for staff salaries (61%), operations (25%), and materials (14%).

3.7 Friends of the Madison Library

The library enjoys the backing of an active and engaged "Friends" group that works to enhance library services and collections, and to support the library in general.   The activities of the Friends include monthly book sales and special projects, such as the enormously successful "Tour of Madison Barns" in 2014.   The "Friends" attend trustee meetings for the purpose of exchange of information and participate in special activities such as the Strategic Planning Committee.

4. Strategic Planning participants and process.

4.1 Strategic Planning Committee

The Strategic Planning Committee (SPC) was formed by the Trustees of the Madison Library at their regular meeting on 16 April 2014. The Trustees adopted Terms of Reference for the SPC to guide their work and the planning process (included here in Appendix A).

The Trustees, after soliciting recommendations from the community at large, as well as from town committees and organizations, appointed members of the SPC, listed below:

Mary Cronin, Co-Chair and Library Director	John Filson, Co-Chair and Trustee
Fay Melendy, Friends of Madison Library	Sloane Jarell, Library Staff
Sue Stacey, Madison Town Offices	Linda Smith, Library Trustee
Nancy Devine	Braxton Hinchey
Noreen Downs	Tammy Flanigan
Mark Lucy	

The SPC met 6 times during 2014.

4.2 Community Survey

An important element of the planning process was a survey to determine the community opinion and expectations of the library. The survey was conducted during June 10 through August 10, 2014 and was available in paper form and on the Madison Library website. Several members of the SPC took an active role in encouraging survey responses, particularly during Madison Old Home Week events in early August. The number of survey responses was 162, or about 6.5% of the Madison population (all ages).

A summary of the survey results is given below:

Frequency of library visits:

Most respondents (54%) reported using the library weekly or monthly

Reasons for visiting:

To borrow library materials (78%)
To attend a meeting or presentation (42%)
To use the computers and/or internet connection (34%)
To bring children to use the library or attend a children's event (27%)
To get a recommendation or ask a question (25%)

Importance of library services and collection

(All percentages below combine "important" and "very important" responses.)

Book and materials to borrow (89%)
Local history archive (78%)
Online references (69%)
Access to e-books (63%)

Download audio books (61%)
Streaming movies (42%)

Importance of library programs

Children's programs (85%)
Presentations (84%)
Technology training (80%)
Teen programs (79%)
Discussion groups (76%)
Arts and crafts/maker workshops (62%)

Importance of library technologies

Wireless connection (89%)
Public computers (86%)
Printer, copier, fax, scanner (82%)

Importance of library facilities
Quiet study space (85%)
Comfortable seating areas (84%)
Small group meeting/study space (78%)
AV/projector in meeting room (75%)

The survey questionnaire and detailed survey results are given here in Appendix B. Of note is that only 3% of survey respondents were age 30 and younger. The Pew Research Internet Project published a report "Younger Americans and Public Libraries" in September 2014. Results from the Pew survey provide insight into how 16-29 year-olds may have responded.[2]

4.3 Community Conversation

On August 19, 2014, the SPC held a Community Conversation on the future of the library. This was a face-to-face meeting open to all residents and facilitated by Bruce Mallory and the staff of NH Listens. Approximately 20 people participated in the conversation. The participants were divided into three smaller groups, each group addressing identical questions concerning the library. At the end of the meeting the small groups joined to present the results of their discussion.

The common themes that arose from this Community Conversation are given below:

Madison residents respect and greatly appreciate the contribution the library makes to the community. The library is seen as an "anchor to the community, one of the only places where everyone can go to learn, see friends, and find resources".

The library should continue to create learning opportunities for all ages, with emphasis on K-12 students.

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[2] (Pew Research Internet Project, 2014)

Recognizing the limitations of funding and on staff time, resource sharing with other libraries might be expanded to save money and gain broader access to materials. It was thought important to spend Madison Library's limited resources on books for pleasure and information.

The library plays an important role as an intellectual resource and gathering place for the community. Very high value was placed on the library as a communications center, community hub, and a link to the larger world.

NH Listens' Summary Report of the Madison Community Conversation of August 19, 2014 is included in Appendix C.

5. Strategic Plan for the Madison Library.

5.1 Vision

<div align="center">

**The Madison Library will be a community hub
and our town's link to a larger world.**

</div>

5.2 Mission

<div align="center">

**The mission of the Madison Library is to connect the
people of Madison with materials, programs, and services
that educate, inform, entertain, and inspire.**

</div>

5.3 Goals and priorities

Goal A. Strengthen the community

The Madison Library should strive to strengthen and enrich the Madison community by sustaining and advancing its core functions. Among these, its primary function is in maintaining the circulation of materials for learning and intellectual development, for general information and reference, and for enjoyment and entertainment. Other functions include the presenting of programs and lectures on subjects of general interest, serving as the *de facto* center for information about the community, and providing a resource for the young to develop their reading and study skills.

Goal A. Priorities:

> A.1. Continue current practices of access to the library collection of books, magazines, and recorded music and videos, while renewing and expanding these collections within available resources of funding and space.
>
> A.2. Expand patronage and usage of the library through concerted efforts to inform citizens of library services and programs. In particular, these efforts should include focus on increasing library awareness and usage by the youth of Madison.
>
> A.3. Develop the program of educational and topical lectures, regularly scheduled if possible, drawing on local and State resources. In particular, efforts should be made to encourage presentations by Madison residents based on their experience and knowledge in their fields of endeavor.
>
> A.4. Encourage and assist community efforts to publicize and increase participation in cultural, educational, recreational, and social events in and around Madison.

Goal B. Promote and foster individual learning

The Madison Library should assist lifelong learning experiences, whether for work, for school, for enabling digital citizenship, or for personal enrichment.

Goal B Priorities:

B.1. Provide assistance with information inquiries and access to reference materials within the library collection, on-line through the web, or elsewhere.

B.2. Promote and support reading and independent learning interests in the young, birth through elementary school.

B.3. Provide information on and, if possible, access to lifelong learning opportunities available locally or through the loan of materials or the Internet . This effort may include assisting personal inquiry or promoting group participation and discussion. For the latter the library could provide meeting space but should encourage any study group to develop its own organization and leadership.

B.4. Create a quiet study space(s) in the library that is available during all open hours.

Goal C. Grow services consistent with technological development

The Madison library should provide basic technology services that are necessary in modern society.

Goal C priorities:

C.1. Provide the facilities, equipment and workspace required to meet patron needs for internet access, copying, faxing, and related services.

C.2. Provide instruction and demonstration in the use of library resources on personal technology devices. Promote digital inclusion and digital literacy by providing up-to-date computer equipment and software at the library, and technology devices for loan.

C.3. Provide assistance, instruction and equipment for public access to government, health, employment, educational, and social services that are available online.

C.4. Continue to review and update the library's Technology Plan annually. (Madison Library Technology Plan is included in Appendix D.)

Goal D. Encourage use of the library as a Community Center

People should feel welcome to use the Library to share hobbies, information, and experiences in ways that develop community connections.

Goal D priorities:

D.1. Invite the community to use the library's meeting space for formal and informal community meetings, encouraging groups to develop their own organization and leadership for these meetings.

D.2. Improve meeting room's audiovisual equipment (projector, microphone and speakers), ensuring ease of use for community groups.

5.4 Measures of progress - metrics

Implementation of the Strategic Plan shall be included in Madison Library's annual objectives and management plan and progress shall be reported annually. Existing library metrics should be used as

quantitative measures to track the progress towards the goals and priorities of this Strategic Plan. A community survey should be conducted at the end of the Strategic Plan's term (in 2017) to determine the public view of the plan's effectiveness.

6. Conclusion.

The conclusion of this document marks the end of a year-long process to plan for the future of the Madison Library. For those who participated in this process it has been rewarding and enlightening in coming to know the concerns of the townspeople for their library and its future. The Strategic Planning Committee is grateful for their contributions to the process and its result. The Trustees and Staff of the library must now actively take up this plan and use it to guide their decisions and activities during the next three years.

The committee trusts that the process used to develop this plan will serve as a model for the future planning, and this Strategic Plan can serve as a starting point for the next.

~ End ~

Appendix A. Terms of Reference

1. Purpose: The purpose of the Strategic Planning Committee (SPC) is to develop a strategic plan that will guide the management and activities of the Madison Library during the years 2015 – 2017.

2. Formation and membership: The SPC is formed under the aegis and guidance of the Trustees of the Madison Library. Members of the SPC shall be appointed by the Trustees. The membership of the SPC shall consist of residents representing a wide range of civic, cultural, educational, environmental, professional, technical, and business backgrounds and interests within the Madison community.

3. Working procedures: The SPC shall attempt to work on a consensus basis in addressing issues relevant to its functions. These issues shall include but not be limited to: choosing a chairperson, scheduling meetings, establishing sub-groups if needed, conducting fact and opinion finding activities, defining the outline and substance of the strategic plan, making writing assignments, and composing and adopting a final draft of the plan. If a consensus cannot be reached on a specific issue, it shall be referred to the Trustees. The SPC shall make use of relevant planning materials and examples for guidance in its work.

4. Support: The Staff of the Madison Library and designated members of the Trustees shall provide support to the SPC throughout their period of work.

5. Budget: The Trustees have established a sum of $350.00 for strategic planning activities including those of the SPC.

6. Schedule: The SPC shall form a schedule for its activities consistent with a general schedule set by the Trustees (attached).

7. Closure: The SPC shall forward a draft strategic plan to the trustees by the end of August 2014 for review and revision (if necessary). The Trustees may decide to circulate the draft for comment by town officials or other parties or post the draft for public comment or both. After the review and comment period the SPC shall prepare a final document for publication and circulation. Upon completion of the final document the SPC shall be disbanded with the gratitude of the Trustees and the Town of Madison.

Appendix B. Community Survey - Detailed Results

Madison Library Community Survey results

Survey time period: June 12, 2014 – August 10, 2014

Surveys were distributed in paper form at the library, in the library's meeting room, at the town office, Silver Lake Landing, at SLAM annual meeting on July 12, at several Old Home Week events. Online survey was linked from Madison Library website, Facebook and Twitter pages, Town of Madison website, July and August Madison Library e-newsletters. Survey was publicized in the Madison column in the Conway Daily Sun.

# of surveys returned: 162

Note: Graphs are followed by a list of the count and percent of responses for each set of questions; same data, two different ways of looking at it.

162 respondents
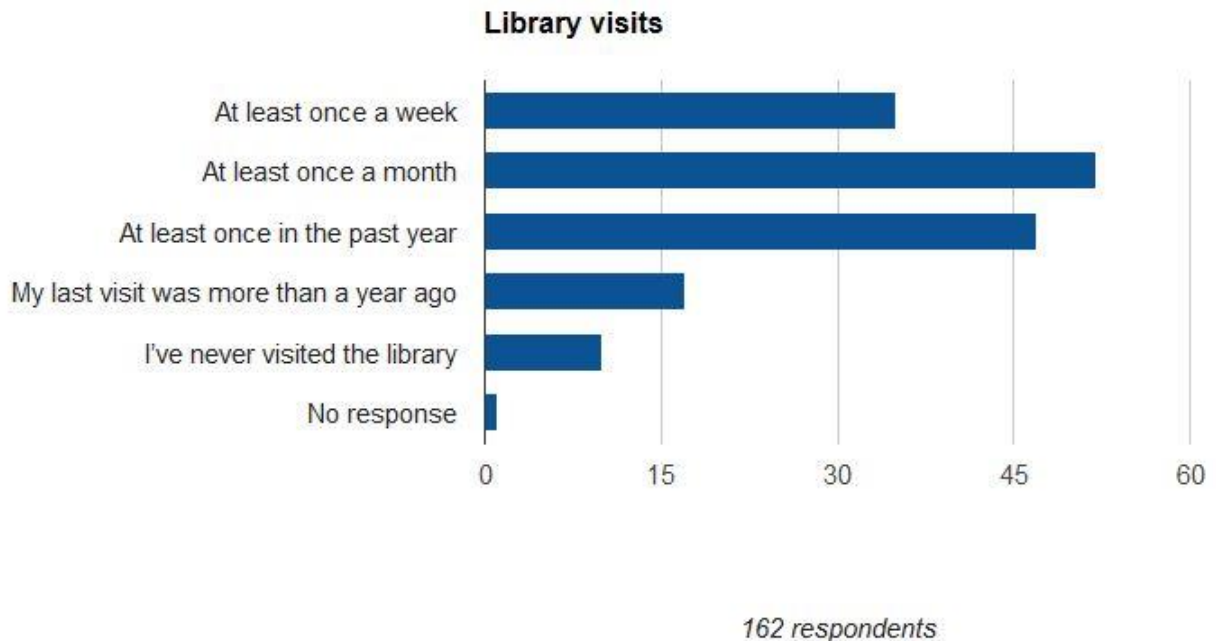
1. How often did you visit the Madison Library in the past year? (Your best guess.)

At least once a week	35	22%
At least once a month	52	32%
At least once in the past year	47	29%
My last visit was more than a year ago	17	10%
I've never visited the library	10	6%
No response	1	1%

Library Users- reasons for visiting

134 responders - visited at least once in past year
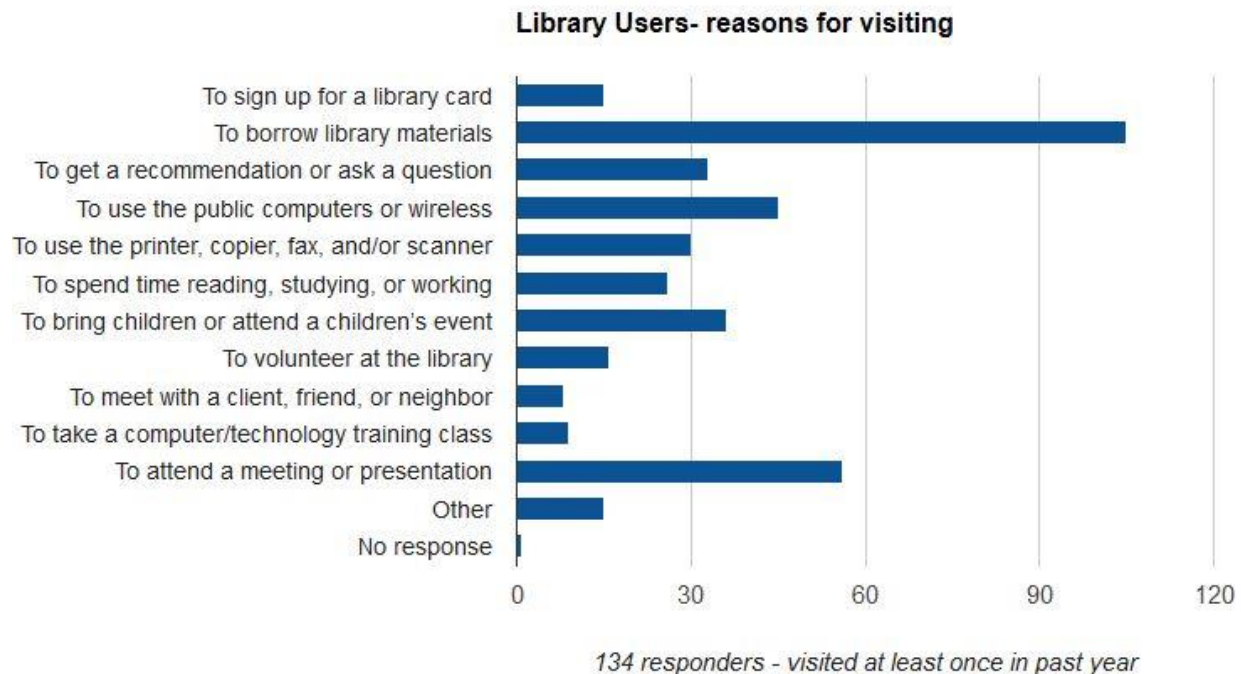
2a. Why did you visit the Madison Library in the past year? (Please check all that apply.)
134 responses 83%

To sign up for a library card	15	11%	
To borrow library materials	105	78%	
To get a recommendation or ask a question	33	25%	
To use the public computers or wireless internet connection	45	34%	
To use the printer, copier, fax, and/or scanner	30	22%	
To spend time reading, studying, or working	26	19%	
To bring children to use the library or attend a children's event		36	27%
To volunteer at the library	16	12%	
To meet with a client, friend, or neighbor	8	6%	
To take a computer/technology training class (one-on-one or workshop)		9	7%
To attend a meeting or presentation	56	42%	
Other	15	11%	
No response	1	1%	

Library Nonusers- reasons for not visiting
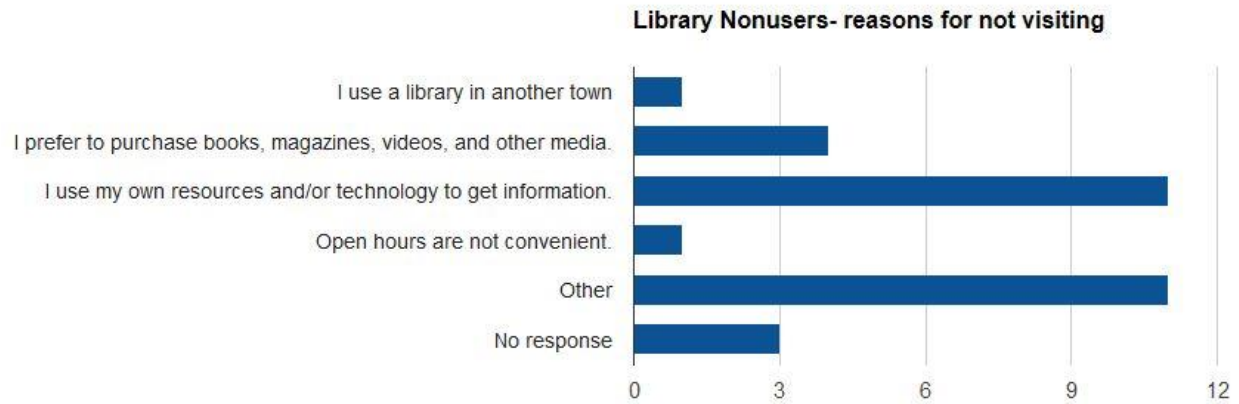
28 Responders - never visited or last visit over one year ago

2b. Why didn't you visit the Madison Library in the past year? (Please check all that apply.)
28 responses   17%

I use a library in another town	1	4%
I prefer to purchase books, magazines, videos, and other media.	4	14%
I use my own resources and/or technology to get information.	11	39%
Open hours are not convenient.	1	4%
Other	11	39%
No response	3	11%

How likely to use library collections and services in the next year

162 Respondents
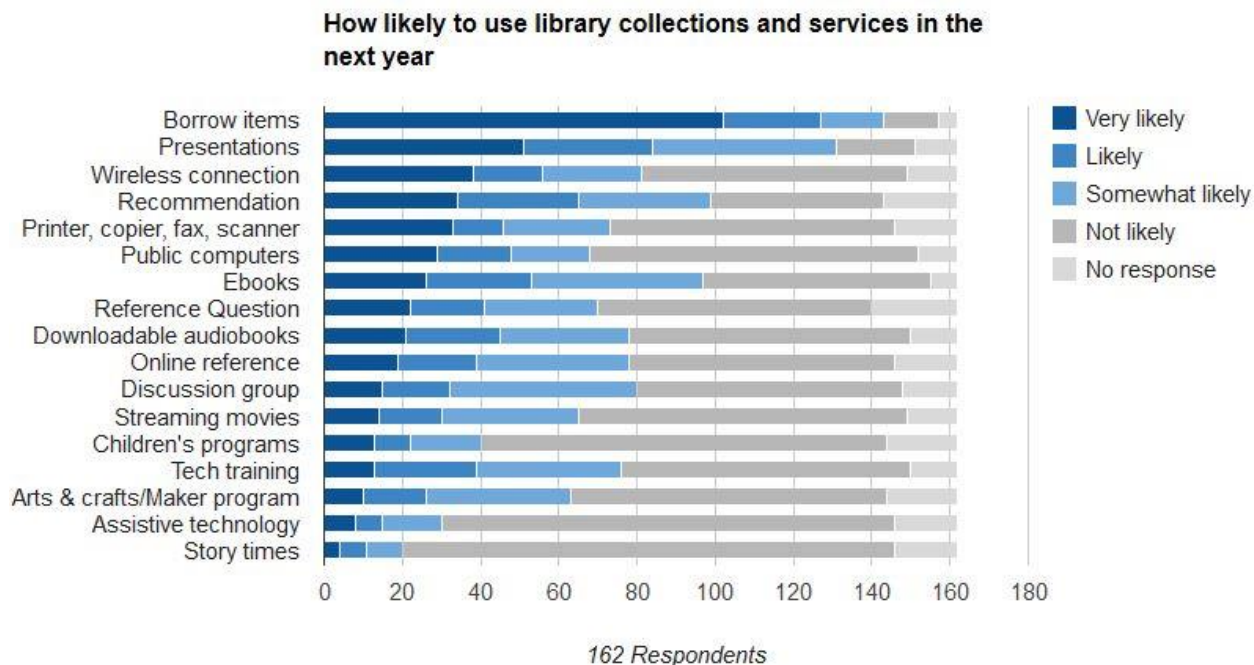
3. In the next year, how likely is it that you or your family will use the following library collection and reference services?

Borrow items				Somewhat likely	34	21%
Very likely	102	63%		Not likely	44	27%
Likely	25	15%		No response	19	12%
Somewhat likely	16	10%		**Ask reference question**		
Not likely	14	9%		Very likely	22	14%
No response	5	3%		Likely	19	12%
Recommendation				Somewhat likely	29	18%
Very likely	34	21%		Not likely	70	43%
Likely	31	19%		No response	22	14%

4. In the next year, how likely is it that you or your family will use the following technology services offered by the library?

Public computers				**Wireless connection**		
Very likely	29	18%		Very likely	38	23%
Likely	19	12%		Likely	18	11%
Somewhat likely	20	12%		Somewhat likely	25	15%
Not likely	84	52%		Not likely	68	42%
No response	10	6%		No response	13	8%

Printer, copier, fax, scanner

Very likely	33	20%
Likely	13	8%
Somewhat likely	27	17%
Not likely	73	45%
No response	16	10%

Assistive technology

Very likely	8	5%
Likely	7	4%
Somewhat likely	15	9%
Not likely	116	72%
No response	16	10%

5. In the next year, how likely is it that you or your family will take part in the following library programs?

Story times

Very likely	4	2%
Likely	7	4%
Somewhat likely	9	6%
Not likely	126	78%
No response	16	10%

Tech training

Very likely	13	8%
Likely	26	16%
Somewhat likely	37	23%
Not likely	74	46%
No response	12	7%

Children's programs

Very likely	13	8%
Likely	9	6%
Somewhat likely	18	11%
Not likely	104	64%
No response	18	11%

Arts & crafts/Maker workshops

Very likely	10	6%
Likely	16	10%
Somewhat likely	37	23%
Not likely	81	50%
No response	18	11%

Discussion group

Very likely	15	9%
Likely	17	10%
Somewhat likely	48	30%
Not likely	68	42%
No response	14	9%

Presentations

Very likely	51	31%
Likely	33	20%
Somewhat likely	47	29%
Not likely	20	12%
No response	11	7%

6. In the next year, how likely is it that you or your family will use the following online services offered by the library?

Ebooks

Very likely	26	16%
Likely	27	17%
Somewhat likely	44	27%
Not likely	58	36%
No response	7	4%

Downloadable audiobooks

Very likely	21	13%
Likely	24	15%
Somewhat likely	33	20%
Not likely	72	44%
No response	12	7%

Online reference			**Streaming movies**		
Very likely	19	12%	Very likely	14	9%
Likely	20	12%	Likely	16	10%
Somewhat likely	39	24%	Somewhat likely	35	22%
Not likely	68	42%	Not likely	84	52%
No response	16	10%	No response	13	8%

Importance of library services and collections to community

162 Respondents
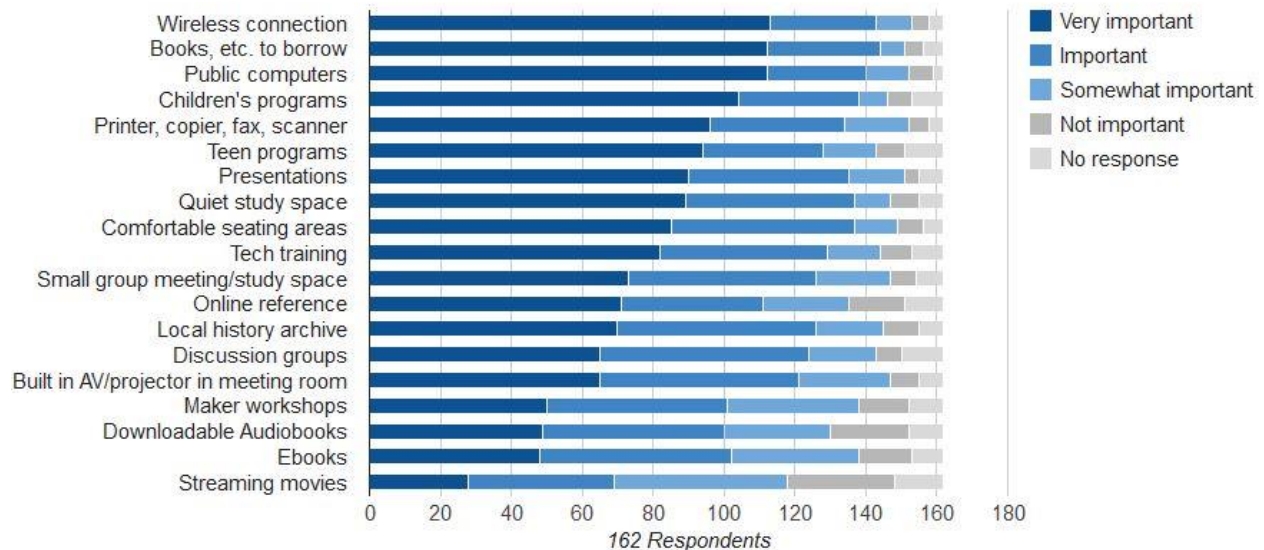
7. Please rate the importance of the following library collections to the Madison community.

Books, etc. to borrow			**Ebooks**		
Very important	112	69%	Very important	48	30%
Important	32	20%	Important	54	33%
Somewhat important	7	4%	Somewhat important	36	22%
Not important	5	3%	Not important	15	9%
No response	6	4%	No response	9	6%
Online reference			**Downloadable Audiobooks**		
Very important	71	44%	Very important	49	30%
Important	40	25%	Important	51	31%
Somewhat important	24	15%	Somewhat important	30	19%
Not important	16	10%	Not important	22	14%
No response	11	7%	No response	10	6%
Local history archive			**Streaming movies**		
Very important	70	43%	Very important	28	17%
Important	56	35%	Important	41	25%
Somewhat important	19	12%	Somewhat important	49	30%
Not important	10	6%	Not important	30	19%
No response	7	4%	No response	14	9%

8. Please rate the importance of the following library programs to the Madison community.

Children's programs			Presentations		
Very important	104	64%	Very important	90	56%
Important	34	21%	Important	45	28%
Somewhat important	8	5%	Somewhat important	16	10%
Not important	7	4%	Not important	4	2%
No response	9	6%	No response	7	4%
Teen programs			**Tech training**		
Very important	94	58%	Very important	82	51%
Important	34	21%	Important	47	29%
Somewhat important	15	9%	Somewhat important	15	9%
Not important	8	5%	Not important	9	6%
No response	11	7%	No response	9	6%
Discussion groups			**Arts & Crafts/Maker workshops**		
Very important	65	40%	Very important	50	31%
Important	59	36%	Important	51	31%
Somewhat important	19	12%	Somewhat important	37	23%
Not important	7	4%	Not important	14	9%
No response	12	7%	No response	10	6%

9. Please rate the importance of the following library technology to the Madison community.

Wireless connection			Printer, copier, fax, scanner		
Very important	113	70%	Very important	96	59%
Important	30	19%	Important	38	23%
Somewhat important	10	6%	Somewhat important	18	11%
Not important	5	3%	Not important	6	4%
No response	4	2%	No response	4	2%
Public computers					
Very important	112	69%			
Important	28	17%			
Somewhat important	12	7%			
Not important	7	4%			
No response	3	2%			

10. Please rate the importance of the following library facilities to the Madison community.

Built in AV/projector in meeting room

Very important	65	40%
Important	56	35%
Somewhat important	26	16%
Not important	8	5%
No response	7	4%

Quiet study space

Very important	89	55%
Important	48	30%
Somewhat important	10	6%
Not important	8	5%
No response	7	4%

Small group meeting/study space

Very important	73	45%
Important	53	33%
Somewhat important	21	13%
Not important	7	4%
No response	8	5%

Comfortable seating areas

Very important	85	52%
Important	52	32%
Somewhat important	12	7%
Not important	7	4%
No response	6	4%

Residency of respondents

162 respondents
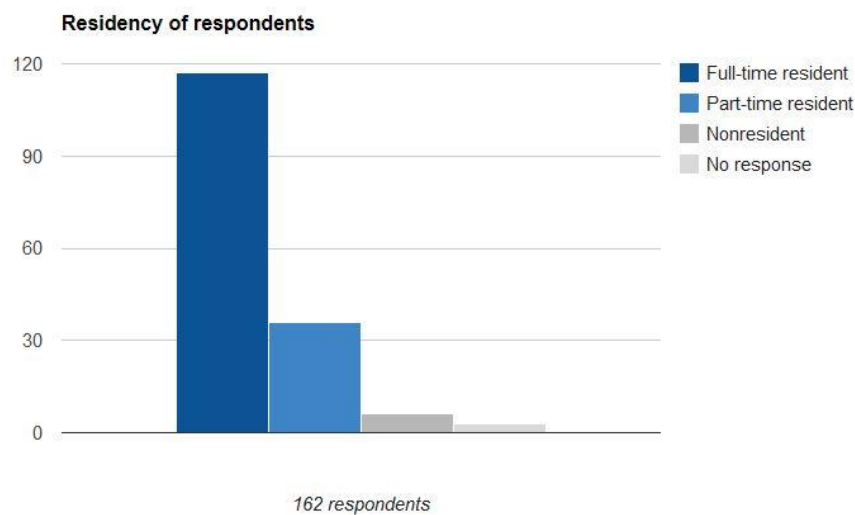
Residency

Full-time resident	117	72%
Part-time resident	36	22%
Nonresident	6	4%
No response	3	2%

Age of respondents

162 respondents
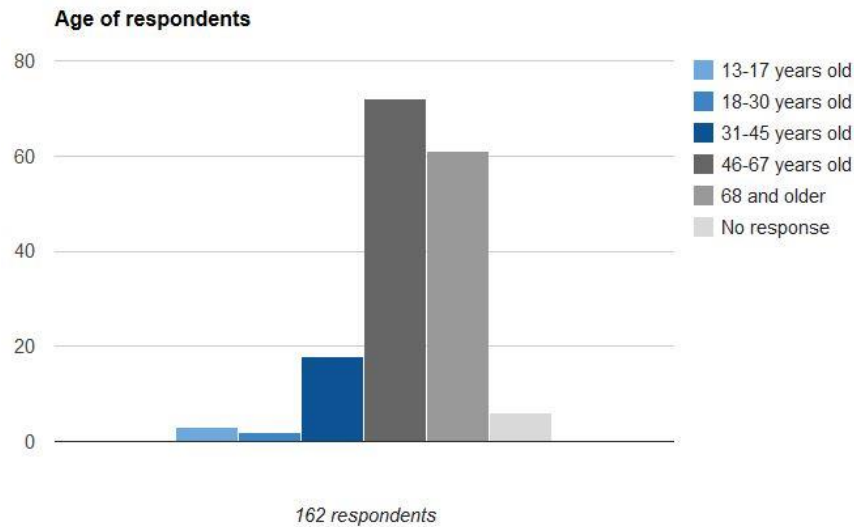
Age group

13-17 years old	3	2%
18-30 years old	2	1%
31-45 years old	18	11%
46-67 years old	72	44%
68 and older	61	38%
No response	6	4%

Feedback, suggestions for improving services

- Continue to staff friendly helpful knowledgeable people! :)
- Follow through with renovations and continue with the great programs and services already offered......
- Having a true quiet spot for reading would be awesome.
- Having the downstairs available for meetings and other work in helpful to me.
- Host open house to show all services library offers. It's a great library with lots to offer
- I think the Madison Library has done a super job...we have a great Director at our Library
- I think the Madison Library is the best resource we have in the town of Madison. Mary Cronin does an excellent job!!! We are also fortunate to have dedicated citizens who give their time to volunteer including the Trustees. My only request is to have a longer time period than 2 weeks to borrow books.
- In the tech age with everyone connected it is difficult to sustain library media services. However we should continue to provide a broad, based library service system to encourage literacy, support comm. education, keep an informed public, and sustain our access to all points of view on all matters...A question, library media specialist can help to preserve our library quality. Library can be source of shared services as well.
- It seems like you are doing a fine job.
- Keep the wonderful employees

- Longer hours would be nice, of course, but certainly not essential. Because books are so readily available on inter-library loan, it is not necessary to have a larger collection.
- Mary is awesome!
- To help raise money for the library, have a bake sale at the same time as one or more of the book sales."
- More hours of operation.
- My children and I love the Madison library.
- Not mentioned above: I appreciate the occasional book sales and art exhibits. Also the adult book reading group.
- Nothing comes to mind. Mary and her staff are very helpful. Always a nice experience to come into the library.
- Nothing. You all do a great job! Thank you.
- Only here mid July thru mid October, but think the library is one the best things in Madison! Love it!
- Open at 9am Tuesday & Friday.
- open more hours
- service provided is wonderful and thoughtful and proactive...
- this library is the life force of our town of Madison...
- Provide/host an on line vehicle for community information exchange similar to the Tamworth Exchange. So many folks get questions answered, sell stuff, and publish community happenings via the Tamworth Exchange.
- Stay open more hours during the summer.
- The library is a tremendous asset to the elderly as well as the younger generations. Mary Cronin helped me acquire State of N.H. Tax forms, saving me a long drive to Concord. It provides us with quality reading and listening material plus other services. Recognition by name when we walk in, personal attention when needed. Where else but in a small town library can we have this. Our library is exceptional, most valuable on our fixed income.
- The Madison Library offers much to the community. I work full time and have all the technology needed at my fingertips ... plus more at home. Story hour for my grandchildren a big plus... so my answers and needs of the Library are different; however, this does not negate the need for valuable services offered. Technology will continue and we need to keep up.
- There needs to be more computers maybe 2 for non-residents that doesn't take away from the residents. Better hours.
- Unfortunately I do not regularly use the library services so I am not able to comment on improvement of services. But, I strongly feel that the services, especially in the technology arena, are vital to the benefit and improvement of Madison residents who do not have access to such things in their homes. And, from what I do know about the library, I feel that the library is doing an outstanding job of providing these services AND trying to improve and maintain the services. What I think would be important to know is how much the services are used and how well the residents find the availability and accessibility.

- We have an excellent library. My husband was blinded in 2007 and had been an avid reader all his life. The library staff helped find audiobooks for him. They really got to know his taste in books and often recommended a book I did not know but which my husband very much enjoyed. He died a little over a year ago but the last six years of his life were greatly improved by our library staff.
- We need more books for adults and more room for the shelving of the books. Could we expand to downstairs like in the Freedom Library?

Appendix C. NH Listens' Summary Report

SUMMARY REPORT
MADISON LIBRARY COMMUNITY CONVERSATION
August 19, 2014

On August 19, 2014, 20 residents of Madison, New Hampshire gathered to engage in a dialogue facilitated by NH Listens focused on the question, *How can our Library best serve the need of residents and visitors to Madison?* The purpose of the conversation was to inform the Madison Library Strategic Planning Committee and the Library Trustees regarding options and preferences for the future of the Library.

Participants met in three small groups, each led by a trained facilitator from NH Listens. The conversations lasted for almost two hours, allowing participants to discuss a range of topics related to the role of the Library in the community, the results of a survey completed by 162 individuals prior to the conversation, and the strategic direction for the Library. A summary of the comments, views, and priorities expressed most often by participants is provided below.   The summary is organized around each of the key questions that participants were asked to consider.

What do you value most about this community?

What role should the Library play in helping to make Madison a great place to live and learn?

The rural, friendly nature of Madison. Madison was described as a "real" community, small enough in size for people to know each other and still relying on town hall meetings to conduct business. There was some concern expressed about the aging demographic profile of Madison, with fewer young families moving in lately. Since it is the older residents who bear the brunt of paying property taxes, there was concern about the ability of the town to keep supporting the Library as those residents have limited ability to pay higher taxes. The natural beauty of the town is highly valued, focused on Silver Lake and the surrounding mountains and forests.

Concerns about communication. It is difficult to create a central communication source in Madison, partly because the Conway daily newspaper does not consistently cover Madison news. The three distinct districts in Madison—the town center, Silver Lake, and Edelweiss—are physically separate and are made up of different populations, making it harder to create communication and interactions that bring the whole community together.

The role of the Library in the community. The Library was described as the only social and civic center in Madison, and the only place that has the capacity to disseminate information widely. As a resource for information, literature, and technology, the Library is highly valued and seen as a place that can both respect and sustain the diverse interests, values, and needs of the entire community. As a

meeting place, the Library helps to bind the community together. The Library's resources, especially the expertise of the Librarian, are highly valued and seen as responsive to the interests of the town, especially its older residents who tend to be the biggest users. Participants commented on the ease of access to books and technology and the prompt availability of materials not held in Madison.

How would you describe the Madison Library to a friend?

Participants had very positive views of the Library, its resources and programs, and the Librarian. The Library was described as an "under-utilized great resource" with comprehensive holdings and services and the ability to obtain additional materials promptly. One person said, "This is where I go after a cold rainy week. You know you will be welcome." The staff was described as "creative and eager," willing to try new ideas. The Library is seen as an "anchor" to the community, one of the only places where everyone can go to learn, see friends, and find resources. There is some sense that the Library is "crammed" in terms of space use, but generally participants find the physical space to be appealing and comfortable.

What do you notice about the results from the survey?

Participants noted the generally older age of those who completed the survey (over one-third were 68 or older, three-quarters were over 46). They wondered what this meant in terms of use and preferences on the part of younger residents and visitors, since there was little input from these groups. People were not aware of how often the Library is used for meetings, presentations, and community gatherings. They expected to see higher rates of computer use for access to the worldwide web. Greater use of the internet at home may partially explain this.

How can the Madison Library best serve the needs of residents and visitors?

Participants in the three small groups generated many ideas for ways that the Library could meet the needs of residents and visitors. These ideas can be organized around three primary topics or themes—school partnerships, financial and resources issues, and community and global connections.

<u>Creating Learning Opportunities</u>

Participants urged the Library to have an emphasis on learning for K-12 students and all ages to promote lifelong learning. Examples could include reading programs throughout the year such as those that currently are provided in the summer, tutorial programs for homework assistance, and other ways to attract students to the Library and support their learning. In general, there appear to be opportunities to increase the interactions between the Madison Library and the school library in order to support student learning and share resources. Likewise, viewing adult users of the Library as learners can help to guide decisions about resources and programs aimed at the whole community.

Resource sharing and finances

Participants thought there would be ways to share resources with other town libraries as a means to save money and expand access to materials. Overall, participants felt that it is important to spend the Library's limited resources on books for pleasure and information.

Participants recognize that there is limited staff time currently, due to funding. They expressed hope that there will be sufficient staff time to accomplish the goals of the new strategic plan.

Community and global connections

The most discussed topic of the evening, across all three groups, involved the Library's role as a community gathering place and intellectual resource. As noted above, participants place a very high value on the Library as a community hub, a communication center, and a link to the larger world. The Library should fulfill its conventional role, which is still important to many people, and create opportunities for games and entertainment that appeal to all ages. Such activities should be creative, "outside the box," and the source of new ideas and activities in the town. People can use the Library to share hobbies, information, and experiences in ways that support its community connection role. Such programs could be offered during the day in addition to the evening scheduling now typically used. Pot luck meals, coffees, movies, and community meetings are all ways to bring people in and support their use of the Library (and their view of its valuable role in Madison). Participants want "big comfortable chairs and a quiet warm space to read or study."

Concern remains about how to make the Library a resource for all ages. As one group reported, "The library is a wonderful resource and community hub, yet there is concern about how to reach a wider demographic in terms of age and parts of town." Outreach in the form of a book mobile that could serve the Silver Lake community and hosting a Madison community exchange that would support communication on-line were suggested as means to create greater accessibility.

Finally, participants thought about what the Library would look like in ten years. One concern was how to make decisions about technology investments, not knowing what might emerge over the long term. The priority should continue to be on access to books, including audio books, large print books, and picture books. There is concern about overemphasizing electronic vs. traditional print materials. As is the case now, participants expressed hope that in 2024 the staff and volunteers can offer personalized help in relating to the world beyond Madison in terms of information and ideas.

Appendix D. Madison Library Technology Plan 2014-16

Adopted by the Madison Library Board of Trustees: October 16, 2013

Library Mission Statement

The mission of the Madison Library is to provide informational, cultural, educational, and recreational resources and services to the people of Madison. (Approved by the Board of Trustees June 18, 1997.)

Technology Vision Statement

The Madison Library will be the information hub for its community, utilizing current and emerging technologies and high speed internet access to improve library services. The Madison Library will serve as a learning lab for local residents by providing a space and equipment for exploring new technologies and creating content. Residents will be able to access technology equipment and information in the library building as well as via the library's website and online collections. Library staff will be provided with continuous training and development opportunities so they may better serve the public.

Goal 1

The Madison Library will offer public access computers, computer-related equipment, and software that are up-to-date, reliable, and efficient in order to provide children, students, and adults with real-world technology for creative learning and content creation, communication, job skills training, and for access to government and other online services. Technology at the library will be compatible with other commonly used systems.

Action

Computers will be upgraded every three years, either with new operating systems or by purchasing new hardware. Computer-related equipment (printers, scanners, cameras, etc.) and software will be reviewed annually for compatibility with computer systems, and purchased if necessary. Annual appropriations will be included in the library's operating budget so that funds are available to purchase new technology for the library.

Goal 2

The Madison Library will strive to provide and/or locate existing community resources for assistive technology to provide access to computers for residents with special needs.

Action

Community will be surveyed annually about need for specific assistive technologies for public computer access. Survey results and tracking of requests for assistive technology from resident computer users and wider community will be used to determine need for assistive devices or software for public access computers. Once need has been identified, library staff will attempt to find existing community resources that provide the requested/needed assistive technology. If none

are found, and need is recurring, technology will be budgeted for, purchased, and installed. Grant funding will be sought when feasible.

Goal 3

In order to narrow the "digital divide" and to make the library's online collections equally available to local residents, the Madison Library will have digital devices (e.g., ereaders, digital audio players) available for public to use at the library or to check out.

Action

Part of the library's technology budget will be set aside each year to purchase or upgrade devices that are commonly used to access the library's digital collections and selected reference information that is freely available via the web or device-specific applications (apps). The speed at which new devices are being developed and upgraded precludes the library from purchasing every new device; however, careful evaluation will be made when new operating systems and applications make older devices less effective.

Goal 4

Staff will be proficient in using the computers and other technology at the library. Staff will be able to demonstrate basic use of the in-house and circulating technology and software to library members. Staff will be able to use and demonstrate use of library's digital content.

Action

Staff members will attend regular training sessions to keep up with technological developments in library-offered digital content and use of library's technology equipment and software.

Goal 5

Staff will plan and implement technology training for the public based on community interest and need.

Action

Patron training workshops and one-on-one training on basic use of programs for communication, government information and online account access, word processing and spreadsheet programs, and other commonly used computer-based programs will be offered throughout the year. Tech Talk programs will introduce technology topics to beginner and intermediate users. Community members with specific areas of technological expertise will be invited to share their knowledge in workshops and tech talks.

Goal 6

Madison Library will be a community model for sustainable and "green" technology.

Action

When available, technology with favorable "Energy Star" ratings will be purchased for the library. Use of electrical power by library technology will be examined, and changes will be made to mitigate

consumption, protect hardware from power surges, and prevent data damage or corruption. When discarding outdated technology equipment, all efforts will be made to recycle with minimal waste.

Goal 7

The library will ensure that its infrastructure supports use of the library's technology, through upgrades to electrical systems, internet connection (including wireless), and physical space.

Action

With favorable user experience in mind, track technology users' "traffic patterns" inside and outside the library, plan for adequate power sources, and arrange furniture and physical layout to accommodate users safely and comfortably.

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