

Strategic Plan – 2021

Pierson Library

Goal: Evolve Pierson from Good to Great as measured by visits per capita

Learning | Gathering | Celebrating Community



"I encourage the library to be reimagined as an active community center that happens to have a library."

Major Insights from Review of Peer Libraries

- Pierson is underfunded
 - Best of Peer library has budget 50% larger than Pierson's...
 - Spends 50% more on salaries & wages
 - Spends 15% of budget on collections
 - And has triple Pierson's visits per year
 - Better libraries offer many more programs than Pierson
- Despite underfunding, Pierson's usage is good, could be better
 - Visits per registered borrower indexes neutral
 - Circulation of physical items indexes high
 - Collection use per visit indexes high
 - Website usage indexes low
- Six actions to transform Pierson from good to best
 - Increase collections
 - Create alliances with strategic partner organizations
 - Build programs
 - Leverage technology
 - Develop multi-platform marketing strategy
 - Engage volunteers

3 Initiatives and Their Strategies

1. Support literacy, education, innovation & creativity
 - A. Increase current borrowers' usage of Pierson
 - B. Increase new borrowers as % of population (currently 50%)
2. Build community alliances
 - A. Develop strategic alliances and synergistic programs with local organizations
 - B. Define Brand Voice of Pierson
3. Foster civic engagement, socioeconomic opportunity, and sustainable practices
 - A. Strengthen trust, civility and democratic decision-making
 - B. Advance creative economic solutions to climate change
 - C. Oppose racism and welcome new Vermonters
 - D. Engage and empower young Vermonters



There are success goals & multiple tactics under each strategy

Goals by Year

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Action	YE 6/30/19*	YE 6/30/22	YE 6/30/23	YE 6/30/24
Annual Visits	59,290	77,000	100,100	123,200
% New Borrowers per capita	50%	50%	55%	60%
Annual Programs	310	400	510	620
Meetings	50	500	500	500
Volunteer Hours per year	2000	2,750	3,500	4,000
Web visits per capita	.9	3.0	4.5	6.5
Investment in collection	\$30,000	\$45,000	\$50,000	\$62,000
Partnership with Farm, Museum & SCS		Implemented	Implemented	Implemented
Strengthen Town relationship		2 events with town employees	3 events	4 events

Incremental Funds required to execute the plan

Activity	FYE 6/30/22	Source	FYE 6/30/23	Source	FYE 6/30/24	Source
Collections			\$5,000	Budget	\$10,000	Budget
Website Development	\$5,000	Nalbach Donation	-		-	
Programming	\$1,000	Nalbach Donation	\$1,000	Budget	\$1,000	Budget
Salaries	\$6,000	Nalbach Donation	\$16,500	Budget	\$5,000	Budget
AV Equipment	\$3,500	Nalbach Donation				
Curtains (Town Hall)	\$3,000 - \$25,000	Grants				

Timing of Major Components of Plan

	Goals by Year			
Initiative	YE 6/30/19*	YE 6/30/22	YE 6/30/23	YE 6/30/24
Increase Usage among current borrowers	Pre-work	Execute	Execute	Execute
Build Marketing Plan	Complete			
Improve Website	Complete			
Increase number of new borrowers		Pre-work	Execute	Execute
Build Programs		Execute	Execute	Execute
Build Partnerships	Pre-work	Execute	Execute	Execute
Recruit Volunteers	Pre-work	Execute	Execute	Execute