



# PEQUOT LIBRARY



## DESTINATION FOR ALL

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Strategic Plan | July 2023 - June 2026



## A LETTER FROM THE BOARD PRESIDENT AND THE EXECUTIVE DIRECTOR

As stewards of an important collection and historic place, we recognize that there is an enormous responsibility to ensure that Pequot Library is a source of inspiration for another 125 years. It is with this in mind that we are pleased to present a roadmap for our immediate future.

The strategic plan “Destination for All” is the outcome of several months of thought-provoking discussions with the Board and staff as well as an analysis of survey results sent to volunteers and our current audience. The plan emphasizes community building, care for the collections and property, and communicating our unique value to the community.

This plan augments the growth across all library departments in recent years, especially the commitment to properly stewarding the library’s holdings of rare books, manuscripts, and archives, and the completion of a comprehensive historic roof replacement in 2021. The plan is a continuation of ongoing efforts by the Board and staff in the last 25 years to strengthen operations; care for the buildings, grounds, and collections; expand audiences; improve fundraising efforts; and invest in the people that care about the library, especially our staff, supporters, and volunteers.

To learn more about how our peers meet similar challenges and opportunities, members of the planning committee met with nonprofit leaders near and far, including the Gilder Lehrman Institute of American History, Rosenbach Museum and Library, Charleston Library Society, Redwood Library and Athenaeum, and Boston Public Library, Special Collections, just to name a few. Board members and senior staff met in two half-day sessions led by consultant Shirley Jenks of The Development Consulting Group.

The renewed mission statement captures not only what we do but why we do it (to enrich lives) and for whom (the entire community). For the first time in several years there is a stated vision for our organization as well as a refreshed list of important values that we believe capture our special nonprofit library culture.

Please join us in celebrating this accomplishment and we look forward to seeing you at Pequot Library soon.

**Nelson North**  
Strategic Planning Committee Chairperson  
Past Board President, 2020-2022

**Stephanie J. Coakley**  
Executive Director

## MISSION

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Pequot Library enriches lives by serving the cultural, educational, and intellectual needs of the entire community.

The library collects, preserves, and makes accessible a collection of rare books, manuscripts, and archives; provides public library services; organizes engaging programs about history, literature, and the arts; curates Special Collections exhibitions; and hosts community-wide gatherings in a historic setting.

## VISION

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Pequot Library will foster lifelong learning by being a vital destination library and cultural hub, “free as air to all.”

## VALUES

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Access  
Collaboration  
Community  
Knowledge  
Stewardship

“ —

Your space is an exemplary one—both in its physical beauty and practical usage, along with your staff’s kind, calm, and welcoming energy!

— ”

## STRATEGIC PLAN 2023-2026 COMMITTEE

**Chairperson, Nelson North**  
*Past Board President, 2020-2022*

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Coke Anne Wilcox  
*Board of Trustees President*

Ali Fellowes  
*Community Member*

Shirley Jenks  
*The Development Consulting Group*

Sean Kelly  
*Past Board President, 2018-2020*

Lynne Laukhuf  
*Board Member*

Charlotte Rogan  
*Board Member*

Matt Wagner  
*Board Member*

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Stephanie J. Coakley  
*Executive Director*

Grace Calderon  
*Development Manager*

Christine Catallo  
*Chief Librarian*

Cecily Dyer  
*Special Collections Librarian*

John Kofron  
*Youth and Teen Library Services Manager*

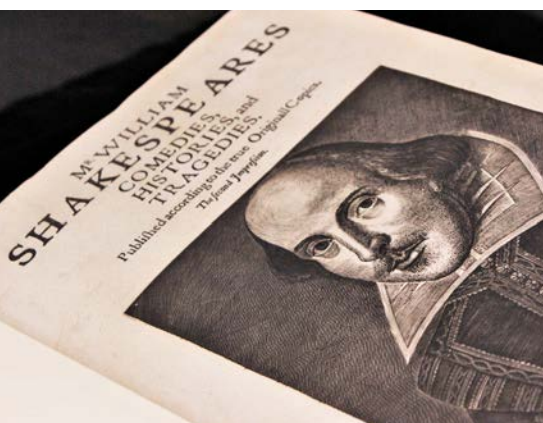
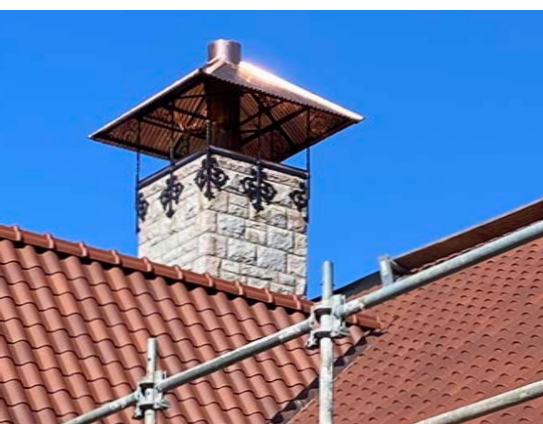
Jane Manners  
*Children’s Librarian*

Jessie McEntee  
*Marketing Associate*

Charlie McMahon  
*Adult Programs Manager*

# PRIORITY 1

## CARE FOR THE COLLECTIONS AND PROPERTY



Expand and finalize plans to provide adequate work and storage areas for staff, book sale volunteers, the Special Collections, and public spaces for all visitors. Achieve intellectual and physical control of the collections. Maintain mechanical equipment, grounds, and interiors to provide a safe and enjoyable experience for staff, volunteers, and the public.

### GOALS

- Develop a comprehensive facility and grounds plan with the aim to improve accessibility, showcase the collections, and address deferred maintenance needs.
- Process and catalog the Special Collections.

**MEASURES OF SUCCESS:** Welcome an increase in reference inquiries and in-person researcher appointments. Strive to meet all recommendations of a November 2021 Collections Assessment Report prepared by the Northeast Document Conservation Center. Commit to a long-range fundraising campaign to address the facility and grounds plan.

**STAFF RESPONSIBLE:** Executive Director, Chief Librarian, Adult Programs Manager, and Special Collections Librarian

**BOARD ACCOUNTABILITY:** Executive Committee, Building and Grounds Committee, and Special Collections Committee

# PRIORITY 2

## WELCOME A BROAD AUDIENCE



Serve as an open and accessible public place for all to gather and learn.

### GOALS

- Organize a staff- and community-driven DEIA Plan for the library.
- Create opportunities for community engagement in program and exhibition development and seek new community partners.
- Develop collections and programs that amplify underrepresented voices.
- Provide meaningful volunteer opportunities.

**MEASURES OF SUCCESS:** Welcome an increase in new visitors and ways to engage with the library. Ensure the library's staff, volunteers, and Board of Trustees represent the broader community it serves.

**STAFF RESPONSIBLE:** Executive Director, Chief Librarian, Adult Programs Manager, Development Manager, and Special Collections Librarian

**BOARD ACCOUNTABILITY:** Executive Committee and Nominating Committee



# PRIORITY 3

## CONNECT WITH THE COMMUNITY



Broaden community awareness, increase participation, and magnify our impact.

### GOALS

- Host focus groups with community partners and visitors to solicit continued input about library programs and services.
- Create a 12-month communications plan.
- Continue community outreach initiatives to deepen current engagement and reach new audiences.
- Launch a print and online marketing campaign that articulates the library's mission and promotes the library to audiences beyond Southport.
- Collaborate with news sources to increase print and online story opportunities.
- Increase use of Special Collections in external media, loan requests, and published scholarly works.

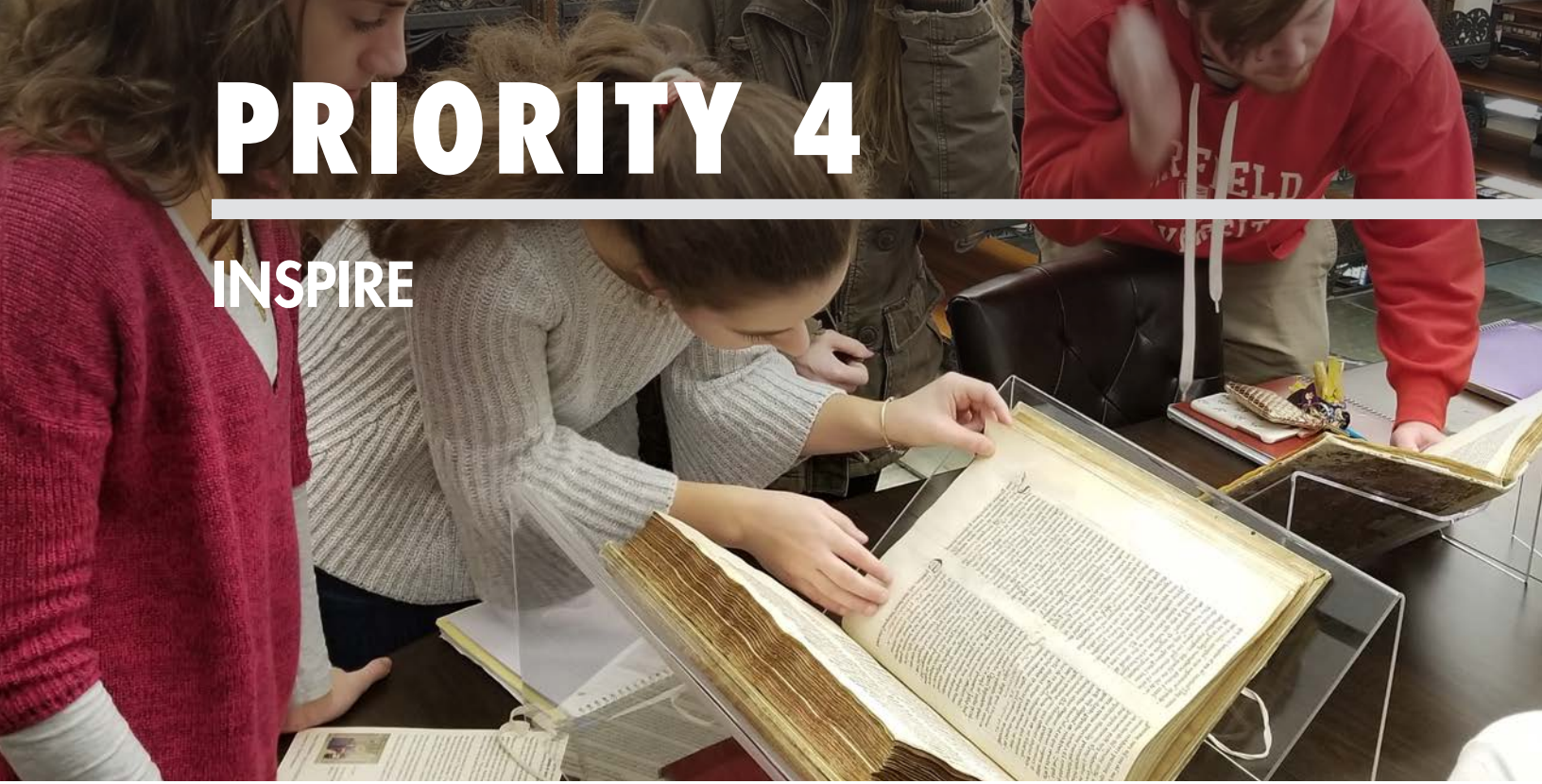
**MEASURES OF SUCCESS:** Welcome more program attendees, K-12 school and college/university students, general library patrons, and visitors to onsite exhibitions. Collect more visitor feedback by regularly providing opportunities for evaluation through visitor surveys and informal discussions with patrons. Increase engagement in social media and the website as well as e-newsletter subscribers.

**STAFF RESPONSIBLE:** Executive Director, Chief Librarian, Adult Programs Manager, Special Collections Librarian, and Marketing Associate

**BOARD ACCOUNTABILITY:** Executive Committee and Nominating Committee

# PRIORITY 4

## INSPIRE



Offer high-caliber educational experiences and exhibitions that are inspired by the Special Collections and Circulating Collections.

### GOALS

- Program development will emphasize core learning themes: literature, visual and performing arts, natural sciences, social studies, and history.
- Whenever possible, the library will make community partnerships the core of our public programming and library services.
- The Circulating Collection and Children's Library will interface with other library departments, especially Special Collections, Programs, Development, and Marketing/Communications.

**MEASURES OF SUCCESS:** Increase annual circulation statistics. Collect more visitor feedback by regularly providing opportunities for evaluation through visitor surveys and informal discussions with patrons.

**STAFF RESPONSIBLE:** Executive Director, Chief Librarian, Adult Programs Manager, Special Collections Librarian, Youth and Teen Library Services Manager, and Children's Librarian

**BOARD ACCOUNTABILITY:** Executive Committee and Special Collections Committee



# PRIORITY 5

## INVEST IN THE FUTURE



Ensure long-term financial stability, offer regular professional development opportunities for staff and volunteers, and consider our impact on the climate and environment in all aspects of the organization.

### GOALS

- Develop and execute a multiyear plan for increased income/fundraising to meet long-term operational and capital needs.
- Engage the board in writing the library's "impact statement" to better describe the importance of our work.
- Initiate cross-department team-building exercises, activities, and meetings.
- Evaluate the effectiveness of all aspects of special event fundraisers.

**MEASURES OF SUCCESS:** Increase income from donors at all giving levels as well as continue to seek new and increased grant funding, and more business support for events, programs, and exhibitions.

Develop and implement a plan to grow both the board-designated endowment and key restricted endowment funds to a level that will ensure financial stability.

Welcome new members to the 1889 Society and increase participation in member-only programs and events. Introduce new patrons to the library, staff, and volunteers. Improve staff and volunteer satisfaction and retention.

**STAFF RESPONSIBLE:** Executive Director, Development Manager, Finance/HR Manager, and Chief Librarian.

**BOARD ACCOUNTABILITY:** Board of Trustees