

**PORTSMOUTH ATHENÆUM**  
2007 Long-Range Plan Outline  
Incorporating Comments from May, July and October 2007 Board Meetings

**1. Strategic and Financial Planning**

- a. Ad hoc committees to assess immediate and long-term needs of the Athenæum:
  - i. Facilities, space, and equipment. (See specific items below.)
  - ii. Collection development, conservation and digitization. Issues for consideration include significant potential future accessions<sup>1</sup> to the collection by bequest or deposit, and determining associated staffing needs.
- b. Base the amount of the members' annual assessment on a proportionate share of the operating expenses necessary to maintain the facility, to provide a sense of predictability for Proprietors, and to offer the level of service that Proprietors and Subscribers expect.
- c. Assess financial resources needed to meet future operating expenses, capital needs, and contingencies and institutional opportunities.
- d. Establish a Development Committee.
- e. Prepare and undertake fund-raising programs to meet financial needs. These might include:
  - i. Education and cultivation of member and non-member donors.
  - ii. Fundraising events and opportunities (e.g., Adopt-a-Book and Adopt-an-Object).
  - iii. Planned giving; revive or revise the Nathaniel Adams Society.
  - iv. Fund campaigns for facilities, equipment, exhibitions, collections, or other targeted areas including more sophisticated and/or frequent performances.
- f. Committees should review and update policies at a minimum of every three years.
- g. Annually review the computer operating systems, software licenses and software versions; plan for upgrades to stay as current as practicable.

**2. Membership**

- a. Set financial and facilities-usage criteria to determine the optimal number of Proprietors [375 as of 6/1/06].
- b. Review criteria and optimal numbers every two or three years.
- c. Review membership categories (Proprietors, Subscribers, Friends), privileges, and activities.

---

<sup>1</sup> Collections under consideration as of November, 2007 include but are not limited to an extensive private collection and two institutional collections. A combination of selections from these resources could create a unified collection on the seacoast's maritime heritage.

- d. Develop shared understanding of roles of members.
  - e. Create a method of understanding and assessing what members value and expect from the library (e.g. on-line directory of members).
  - f. Educate members about services and membership benefits and encourage active involvement.
  - g. Establish a volunteer coordinator position to promote and coordinate the efforts of member-volunteers.
- 3. Community Services**
- a. Maintain the current schedule of staffed library hours for the immediate future until data on the needs of researchers, members, and visitors can be compiled.
  - b. Provide more varied programming.
  - c. Survey researchers, exhibition and reading room visitors, and tour groups to understand and determine resources required to meet their needs.
  - d. Assess how to best meet civic responsibilities, including collaborations and taking a leadership role in efforts to develop mission-related on-line resources
  - e. Prepare interpretive materials on the Athenæum's history and collections, and highlights of the collections.
  - f. Provide instruction and techniques for working with visitors of all ages. (Completed, but needs to be updated.)
  - g. Assess opportunities for fees for service that advance the mission.
- 4. Communications and Outreach**
- a. Develop public relations strategy to build awareness of Athenæum in the community.
  - b. As successor to existing brochure, create Athenæum rack card referencing web resources.
  - c. Create a consistent Athenæum visual identity to use throughout print and electronic communications, publications, letterhead, etc.
  - d. Enhance the Athenæum's public entryway and signage.
  - e. Prepare an illustrated checklist of the objects in the Reading Room for guides and visitors.
  - f. Assess the feasibility of an Athenæum publication program for works of local research.
  - g. Determine the feasibility of establishing an Athenæum Prize(s) for excellence in the performing and/or visual arts
  - h. Establish outreach/program coordinator position to promote and coordinate program and outreach efforts.

## 5. Facilities

- a. Develop plan for storage to meet anticipated needs.
- b. Plan for eventual acquisition of second floor of Foye building.
- c. Establish *ad hoc* committee to establish a master plan to maintain and update the physical plant and parking lot.
- d. Design work areas with the appropriate resources. One may include a speciate monitor for use by individuals with vision problems.
- e. Review and update policies with respect to the use of Athenæum facilities.

## 6. Exhibitions

- a. Create exhibitions and displays of materials from the Athenæum's collections to stimulate membership interest and involvement. (This is being done, but needs more volunteers to act as curators.)
- b. Develop additional display space for exhibitions.
- c. Encourage exhibits of local historic interest, which could draw from resources outside the Athenæum's collection
- d. Record all exhibits digitally and made available on the Athenæum's web site.
- e. Digitize out-of-print exhibition catalogues.
- f. In addition to offering on-site exhibits, determine practicability of offering off-site and digital exhibits.