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| A picture containing sky, outdoor, building, grass  Description automatically generatedStrategic Plan - East Smithfield Public Library  July 1, 2022 – June 30, 2027  Goal l: Increase the Library’s Visibility in the Community |

| **Objectives within 3-5 years** | **Action Item** | **Person Responsible** | **Success Measure** | **Yr 1** | **Yr 2** | **Yr 3** | **Yr 4** | **Yr 5** | **Restrictions/ issues** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Outreach to the community | 1. Participate in community events such as a booth at Family Fun Day, the annual holiday parade, budget meetings, etc. | Cindy | Attending events on the calendar | X | X | X | X | X | staffing, calendar issues |
| 1. Collaborate with local agencies such as Tri-Country Community Action Center (includes Headstart, Health Equity Zone) | Carol, Cindy | Participate in (4+) collaboration efforts | X | X | X | X | X | staffing, calendar issues |
| 1. Collaborate with local schools with field trips, story times book groups, informational sessions at schools | Carol, Maddie | Participate in (4+) collaboration efforts |  | X |  |  |  | staffing, calendar issues |
| 1. Collaborate senior center and parks and recreation | Cindy, Bethany | Participate in (2+) collaboration efforts |  | X |  |  |  | staffing, calendar issues |
| 1. Collaborate with Greenville library where practical (i.e., children’s and other events, and potential costs savings) | Cindy, Carol | Participate in (2+) events, meetings |  | X |  |  |  | staffing, calendar issues |
| 1. Develop calendar of events for the above | Frank | done on a continual basis | x | x | x | x | x | staffing |
| 1. Use Social Media | 1. Investigate social platform and develop engagement approach – develop consistent approach for posting / engagement | Technology New Hire | work completed |  | x |  |  |  | staffing |
| 1. Engage in multiple sites including FaceBook, Instagram and possibly TikTok and other platforms | Mike, Bethany, Carol | done on a continual basis |  | x | x | x | x | staffing |
| 1. Create a social media calendar to determine what & when things get posted, & what social media outlets best serve the members of our community | Technology New Hire | done on a continual basis |  | x | x | x | x | staffing |
| 1. Analyze results of posting and determine best platforms | Technology New Hire | task completed |  |  | x |  |  | staffing |
| 1. Hire staff member with technology and social media skills | Cindy | task completed |  | x |  |  |  | funding |
| 1. Market the Library | 1. Expand email newsletter to include the whole community (buy expanded email list) | Mike | done on a continual basis | x | x | x | x | x | staffing |
| 1. Continue to use print advertising to promote the library | Frank | done on a continual basis | X | X | X | X | X | staffing |
| 1. Enhance the Website with additional info about the library such as large outdoor area, ample parking, easy access with ramp & elevator, etc. | Technology  New Hire | done on a continual basis |  | X | X | X | X | funding |
| 1. Install outside electronic sign (in progress) | Cindy | work completed | X |  |  |  |  | n/a |
| 1. Cross-market to other community agencies (local schools, senior center, parks & recs, etc.) | Carol | done on a continual basis |  | X | X | X | X | staffing |
| 1. Promote Makers Space and other improvements | Mike and Technology New Hire | done on a continual basis |  | X | X | X | X | staffing |

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| A picture containing sky, outdoor, building, grass  Description automatically generatedStrategic Plan  Goal 2: Make the Building more Aesthetically Pleasing and Increase Building Functionality |

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| **Objectives within 3-5 years** | **Action Item** | **Person Responsible** | **Success Measure** | **Yr 1** | **Yr 2** | **Yr 3** | **Yr 4** | **Yr 5** | **Restrictions/ issues** |
| 1. Redesign the indoor space to be more efficient & more welcoming | 1. Establish vision for the space configuration and design | Board, Staff | List compiled | x |  |  |  |  | Resistance to change |
| 1. Determine current space utilization by patrons | Board, Staff | Study done | x |  |  |  |  | People still not back like before COVID |
| 1. Determine future space needs (i.e., quiet study, young adult, DVD room?) | Cindy, staff | List compiled | x |  |  |  |  | Resistance to change |
| 1. Research and Hire interior design consultant | Ward, Cindy. | Consultant uses list, offers their advise and possibly offers new options not considered | x | x |  |  |  | Funds |
| 1. Staff takes care of simple fixes from A. | Mgmt, staff | Tasks completed |  | x |  |  |  | Resistance to change |
| 1. Hire engineer if structural changes necessary | Ward, Cindy. | Work completed |  | x |  |  |  | Funds |
| 2. Update the look & feel of the library to create a positive library experience | 1. Paint brighter colors | Cindy |  |  |  | x |  |  | Funds |
| 1. Outdoor signage | Cindy | Completed (LED sign in progress) | x |  |  |  |  | Funds |
| 1. Keep public areas free of clutter | Mgrs, Staff | Done on continuous basis | x | x | x | x | x | Not much storage space in library |
| 1. Upgrade indoor signage | Cindy, Bethany | In Progress | x |  |  |  |  |  |
| 1. Change decorations on shelving tops to be adult oriented | Cindy, Bethany | Completed | x |  |  |  |  | Staff resistance to change |
| 1. Change decorations, artwork every five years or so to keep fresh and interesting | Cindy, Sr. Staff | Completion |  |  | x |  | x | Staff resistance to change |
| 3. Utilize outdoor spaces more/ differently | 1. Coordinate outdoor programs, events | Program staff | Continuous | x | x | x | x | x |  |
| 1. Permanent gazebo(s) | Cindy, Building and grounds committee | Completion | x | x |  |  |  | Funding, There is rock right under soil. |
| 1. Run electricity and water to gazebos | Cindy. Hired electrician and plumbers | Completion | x |  |  |  |  | Funding |
| d. Box planters on grass to provide barrier between vehicle area and to make area more attractive | Cindy, Bethany, Building and Grounds Comm. | Completion |  | x |  |  |  | Funding |
| e. Plantings in large plastic containers, preferably mostly perennials | Cindy, Bethany | Completion |  | x |  |  |  | Funding |
| 1. Purchase one or two sheds | Cindy, Friends, Bethany | Completion | x | x |  |  |  | Funds |

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| A picture containing sky, outdoor, building, grass  Description automatically generatedStrategic Plan  Goal 3: Optimize the Library Staffing, Senior Management & Infrastructure to Drive Success |

| **Objectives within 3-5 years** | **Action Item** | **Person Responsible** | **Success Measure** | **Yr 1** | **Yr 2** | **Yr 3** | **Yr 4** | **Yr 5** | **What can impede success** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Provide training for staff be more knowledgeable, friendly, & patron oriented | a. Conduct Technology training needs assessment / develop plan | Mike, Nate, Bethany | All staff required, successful completion |  | X | X | X | X | Scheduling, resistance |
| b. Conduct customer relations assessment / develop training plan for all staff and managers | Asst, Dir. | Possibly view DVD or online Bring in professional trainer |  | X |  |  |  | Close for day. Scheduling |
| 1. Hire a training consultant and deliver training | Cindy | Develop description of role |  | X | X |  |  | Funding |
| 1. Require appropriate staff members to attend OLIS and OSL training sessions relevant to their jobs | Supervisors Check to make sure staff attended. | At lease one session attended per year. Preferably two or more. Short sharing at staff meetings. | X | X | X | X | X | Coverage for desks. |
| 1. Require staff to attend online training. Niche Academy, Web Junction | Supervisors. If test results or certificate received, shared with supervisor. | At lease one session attended per year. Preferably two or more. Short sharing at staff meetings. | X | X | X |  |  | Desk Coverage |
| 2. Restructure staffing & leadership | 1. Hire unfilled technology position or other open positions | Dir, Managers | Hiring done | X | X |  |  |  | Funding |
| 1. Plan for filling vacancies: Advertise prof positions on OLIS, OSL and URI GLIS websites. Non prof in Valley Breeze. Interview, Background check, | Dir, Managers | Hiring done | X | X |  |  |  | Currently libraries are experiencing difficulties in finding candidates due to COVID. Some positions now being advertised 2,3, or 4 times. This has never happened before in my over 40 years of experience. |
| 1. Develop & implement senior management plan for the future | Dir, Board | Hiring done whenever positions vacant |  | X |  |  |  | Finding candidates |
| 1. Revise Manager position responsibilities to Ref/Adult Services/ ILL MLS librarian | Dir, Asst. Dir. | Hiring done whenever positions vacant |  | X |  |  |  | Finding candidates |
| 1. Transfer some manager duties to Library technicians and Assistants, for ex. book, materials, supplies purchasing | Management | Some done now, other after retirement of current manager |  | X |  |  |  |  |
| 3. Improve & energize management & communication with staff | 1. Develop and execute management training plan | Dir | Require MLS librarians to attend at least one, but preferably more sessions per year | X | X | X |  |  | Scheduling, desk coverage |
| 1. Attend OLIS and OSL sessions | Asst Dir. | At least one session attended per year. Preferably two or more. Short sharing at staff meetings. MLS or appropriate staff members. | X | X | X |  |  | Scheduling, desk coverage |
| 1. Attend Niche Academy or Web Junction online sessions | Asst. Dir | At least one session attended per year. Preferably two or more. Short sharing at staff meetings. MLS or appropriate staff members. | X | X | X |  |  | Scheduling, desk coverage |
| 1. Hold Quarterly staff meetings | Cindy, Staff | Done, share agenda and minutes with Board President | X | X | X |  |  | Usually held Wed at 7, after closing. Some staff can’t attend. |
| 1. Director, Asst. Dir continue open door policy. Staff can bring suggestions, questions and concerns forward at any time. | Dir, Asst. Dir. | Continuous | X | X | X |  |  |  |
| 1. Hold annual performance reviews | Cindy, Sr. Management | Done each year. | X | X | X | X | X |  |
| 4. Improve governance process | 1. Institute a board onboarding & training plan for current & future members | Board, with assistance from library management and staff if necessary | Compile now, update as necessary. Give to new Board members | X | X | X | X | X | Board member jobs and time constraints. |
| 1. Review active committees (policy, building, nominating) to ensure that they meet on a regular basis | Board Chair, Board | Review / update committee guidelines | X | X |  |  |  | Board members time constraints |
| 1. Revise / Reinstitute Board Manual or handbook | Board, with assistance from library management and staff if necessary | Compile / update in an online format. Give to new Board members | X | X | X |  |  | Board member jobs and time constraints. |
| 1. Board members attend Board training | Board Pres or Vice Press | At least one first year and then preferably one per yr or at least one every other year. Dir will send training opportunities to board member when offered, | X | X | X | X | X | Board member jobs and time constraints. |
| 1. Institute fun annual event with staff, Board and Friends. Ex. Lunch, Dinner, fun event or trip. | Board, with assistance from some staff | Put on Board Calendar | X | X | X |  |  | Job and family time constraints |
| 1. Board attendance at library or Friends programs or events | Board Pres or Vice Pres | At least once per yr. | X | X | X |  |  | Job and time constraints |
| 1. Develop guidelines for annual giving / donations (time, money, etc.). Giving can take the form of money, volunteered time or participation in an annual event or fundraiser | Board Pres and VP | Annual giving if possible. | X | X | X | X | X | Unexpected expenses in Board members family budgets |
| 1. New Board members invited to meet with Director. Get tour. Ask questions, meet staff members. | Dir | Whenever there are new Board members | X | X | X | X | X | New members jobs or time constraints |
| 1. Implement platform to track board meetings, notes, strategic planning goals / objectives | Board | Investigate platforms / technologies like Dropbox to manage meetings notes |  | X | X | X | X | Cost, training |
|  | 1. Track strategic plan goals / objectives | Board, Director | Do one per quarter at Board meetings | X | X | X | X | X | More pressing issues come up |

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| A picture containing sky, outdoor, building, grass  Description automatically generatedStrategic Plan  Goal 4: Increase focus on Program Offerings & Other Initiatives |

| **Objectives within 3-5 years** | **Action Item** | **Person Responsible** | **Success Measure** | **Yr 1** | **Yr 2** | **Yr 3** | **Yr 4** | **Yr 5** | **Restrictions/ issues** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Complete Maker Space | 1. Finalize room configuration | Cindy, Bethany | work completed | X |  |  |  |  | n/a |
| 1. Determine staffing | Cindy | task completed | X |  |  |  |  | n/a |
| 1. Plan a soft / grand opening and promote it | Cindy, Bethany | task completed | X |  |  |  |  | funding |
| 1. Plan programs using the space | Nate, Bethany, Mike | done on a continual basis | X | X | X | X | X | staffing |
| 1. Create safety protocols for using the equipment | Mike | work completed | X |  |  |  |  | staffing |
| 1. Training for staff & patrons on how to use the equipment | Mike, Bethany, Nate | done on a continual basis | X | X | X | X | X | staffing |
| 1. Expand Programs for seniors | 1. Collaborate with Senior Center | Maxine | task completed |  |  | X | X | X | staffing |
| 1. Determine programs that Seniors might want by conducting surveys or meeting with senior center leadership | Maxine | task completed |  | X |  |  |  | staffing |
| 1. Plan at least one program for Seniors a month (Ideas: card games, board games, crafts, book clubs) | Maxine | Review programs and schedule |  |  | x | x | x | staffing |
| 1. Expand Programs for children (middle & high school) | 1. Continue collaborating with Local Middle & High School librarians | Carol, Maddie | done on a continual basis | X | X | X | X | X | staffing |
| 1. Review potential new teens programs once space has been reconfigured | Maddie | task completed |  |  | x |  |  | staffing |
| 1. Increase young adult programming each month (ideas: gaming, video editing) | Maddie | done on a continual basis |  | X | X | x | x | staffing |
| 1. Continue to offer meaningful children’s programming, investigate new programs if popular | Carol | done on a continual basis | X | X | X | X | X | staffing |

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| A picture containing sky, outdoor, building, grass  Description automatically generatedStrategic Plan  Goal 5: Assure Financial Sustainability |

| **Objectives within 3-5 years** | **Action Item** | **Person Responsible** | **Success Measure** | **Yr 1** | **Yr 2** | **Yr 3** | **Yr 4** | **Yr 5** | **Restrictions/ issues** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Identify cost savings | 1. Review library operating costs (e.g., databases) to determine potential savings | Cindy, Treasurer | Reviewed | X | X | X | X | X | Budget fairly lean. |
| 1. Investigate other cost savings | Cindy | Investigated |  | X | X | X | X |  |
| 1. Evaluate additional sources of revenue | 1. Seek grants for new technology and other areas | Cindy | Grants applied for | X | X | X | X | X | Some grant applications too lengthy and detailed for amount of funds awarded. |
| 1. Investigate new fundraising options (e.g., new platforms like FaceBook fundraiser) | Cindy | Investigated |  | X | X | X | X |  |
| 1. Increase town funding | Board Chair | Funds requested in Annual budget | X | X | X | X | X | Dependent on town |
| 1. Investigate online auctions | Cindy | Investigated |  | X | X |  |  |  |
| 1. Investigate opportunities for corporate sponsorship / donations (e.g., events sponsorship) | Board, Library Staff | Done in connection to fundraiser | X | X | X | X | X | Dependent on donors |
| 1. Reinstitute an annual fundraiser | Board, with assistance from library management and staff if necessary | One per year | X | X | X | X | X | COVID concerns |
| 1. Develop a Greenville co-sponsored fundraiser (e.g., spaghetti dinner) | Cindy | One per year | X | X | X | X | X | COVID concerns. Dependent on Greenville Board. |